North Carolina
State Information Technology Plan

An Action Plan for Improved Citizen Services Through the Better Management of Information Technology

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Governor

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February 2007

State of North Carolina
Office of Information Technology Services

Michael F. Easley, Governor **George Bakolia, State Chief Information Officer**

February 8, 2007

The Honorable Marc Basnight
President Pro Tempore
North Carolina Senate
Raleigh, NC

The Honorable Joe Hackney
Speaker
North Carolina House of Representatives
Raleigh, NC

Dear Senator Basnight and Speaker Hackney:

Information technology is an indispensable tool in government's primary function—delivering services to the citizens of North Carolina. Like any utility, it requires proper management to operate efficiently and effectively.

This 2007-09 Action Plan for Improved Citizen Services through the Better Management of Information Technology is a guide to where North Carolina has been, and where it needs to go, in its drive to better manage information technology. This plan builds upon the 2005 State Information Technology Plan, the first required of the State Chief Information Officer under the provisions of G.S. 147-33.72B.

With the support of the General Assembly and Governor Mike Easley, we have made considerable progress in carrying out the initiatives outlined in the 2005 plan.

Major Accomplishments for 2005-07 Statewide CIO Plan

1. **Consolidate common shared technical infrastructure and services** – Management of the IT "plumbing"— desktop computers, servers, local networks, security and support – in five agencies was consolidated last fall. Those agencies were the Office of the Governor, the Office of the Lieutenant Governor, the Department of Administration, the Office of State Budget and Management and the Office of State Personnel. The next wave of consolidation is well under way.

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2. **Perform strategic planning for identifying best IT investments** - Portfolio management software has been purchased and put into operation to give state agencies a powerful tool to plan upgrades and replacement of their information technology.

3. **Manage projects for superior results** – A review, approval and oversight process has been established for IT projects with a total cost of $500,000 or more. Project management assistants are being assigned to help agencies with IT projects. A portfolio management tool has been used since the summer of 2005 to help manage projects. The oversight process, with the portfolio management tool, was one of seven projects achieving honorable mention in The National Association of State CIO's (NASCIO's) 2006 Recognition Awards for Outstanding Achievement in the Field of Information Technology in State Government.

4. **Provide measurable, performance-based delivery of services** – An Operational Excellence Program has been launched using the guidelines of the Information Technology Infrastructure Library (ITIL), a service management framework that is known worldwide.

5. **Manage legacy applications (business/program software) for reduced risks of failure and optimized life-cycle benefits and costs** – The portfolio management tool is being used to inventory and manage more than 1,200 applications, the software that runs the business programs that deliver services.

6. **Develop a proficient and appropriately staffed IT workforce** - Agencies are replacing outside consultants with state employees. The State CIO has assisted the Center for Public Technology at the Institute of Government at UNC-Chapel Hill in the development of a CIO Certification Program. Over 20 senior state IT managers will begin the ten-month course this month.

7. **Sustain the IT Fund** – The IT Fund, established by the General Assembly in 2004, has been used for project planning, approval and oversight and to continue enhancing the state's IT security posture.

Other significant statewide accomplishments are:

Standardization of personal computers and bulk purchasing – By purchasing desktop and laptop computers and printers in bulk, North Carolina has saved $15.4 million compared to state contract pricing over the past two years.

Revision of the Statewide Technical Architecture - The state's technical architecture, the framework for IT in state government, has been updated to accommodate newer technologies and evolving best practices. It won a national award in 2005.

Agency security – The statewide Information Security Office has conducted training sessions, developed and published comprehensive statewide security policies, completed a recent survey that assesses agency security postures, and negotiated enterprise contracts for security products that offer over $300,000 in annual savings.

Initiatives for 2007-09

Several major initiatives are proposed in this plan.

First Initiative – Continue efforts underway as part of the 2005 State Information Technology Plan, such as the BEACON project for replacing core business management systems, and infrastructure consolidation.

Second Initiative – Make the state's second major data center, located in the western part of the state, fully operational to provide comprehensive disaster recovery services for state agencies. Currently, the state does not have the ability to back up every application that delivers critical services to citizens.

Third Initiative – Implement a statewide IT asset management program that will track IT assets from purchase through replacement.

Fourth Initiative – Develop and offer new commonly shared technical services, as needs are identified.

Fifth Initiative – Create an IT startup fund to provide the initial financing for the development of new statewide shared services. By absorbing the initial costs, the fund would encourage agency participation in new shared services.

Funding Recommendations

The top IT funding priorities for this plan are listed as follows:

- Continue replacement of the state's technologically obsolete and functionally deficient core business management systems, such as human resources/payroll and finance (BEACON project).

- Make the state's second major data center fully operational.

- Continue and expand the consolidation initiative for infrastructure assets, including the statewide IT asset management software tool.

Additional copies of the plan are available at http://www.scio.state.nc.us.

I look forward to discussing this plan with you and other members of the General Assembly. Thank you for your support for making information technology more effective and efficient in delivering services to the citizens of North Carolina.

Sincerely,

George Bakolia

An Action Plan for Improved Citizen Services Through the Better Management of Information Technology

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Executive Summary

For the past decade, governments at all levels over the world have been leveraging the powers of information technology (IT) to make services more efficient and customer-focused. Reform efforts have centered on the transformation of government by combining the capabilities of IT with business process improvements, organizational restructuring, and behavior changes to spend less, create better outcomes for public programs, provide clearer accountability for spending, and address social, economic, and cultural divides.

IT is an integral part of North Carolina state government. It is the foundation of vital services provided to constituents and core business processes that collect, spend, and report the public's fiscal contributions and manage state government's vast human and capital resources. IT, when managed well, brings efficiency, efficacy, predictability, and reliability to essential services that touch the lives of citizens daily through public safety, education, transportation, health and welfare, economic development and environmental quality.

Mandate for the Better Management of IT

Over the past several years, the General Assembly has enacted legislation aimed at better planning, budgeting, and management of IT. Carrying out that legislation, and executive branch initiatives, are essential for IT to become more innovative, efficient, and responsive in delivering services to its citizens. The growth of the state and the prosperity of it citizens are inextricably connected to the proficiency and professionalism of the management of the monetary, personnel, computing, and networking investments that comprise the resources of IT.

The following eight goals are essential for the better management of IT in state government.

- Develop better strategic business and IT plans.
- Plan and budget more effectively for future funding requirements while making the best use of available IT resources.
- Increase the cost-effective purchasing of services and assets.
- Improve the performance of projects to deliver expected business results, projected benefits to the public, and value to the state within approved schedules and authorized budgets.
- Ensure the efficiency, predictability, security, and reliability of IT operations through the improved management of technical services.
- Increase the capabilities for inventorying and analyzing hardware, software, and applications assets to maximize benefits and minimize risks over their useful lives.
- Protect critical assets from cyber and other vulnerabilities, preserve the privacy of individuals, and ensure the confidentiality of data.
- Enhance the ability to recover from natural and human-induced disasters and provide continuity of operations within required timeframes.

Major Accomplishments for 2005-07 Statewide CIO Plan

The goals above form the foundation of the major actions of the State CIO's 2005-07 Statewide IT Plan, and this plan builds upon the significant progress made over the last two years. Accomplishments for the seven major initiatives in the 2005-07 Plan are highlighted below.

1. **Consolidate common shared technical infrastructure and services -** The consolidation of infrastructure for the first group of agencies was completed last fall. Participating agencies in the initial consolidation effort were: ITS, Department of Administration, Office of State Budget and Management, Office of State Personnel, and Governor's and Lt. Governor's Offices. Work on the second group of consolidation agencies has begun and will be completed in the fall of 2007. Participating agencies are: Office of State Controller, Department of Cultural Resources, Department of Commerce, and Department of Juvenile Justice and Delinquency Prevention. Succeeding consolidation groups will be identified and implemented following the successful completion of the second consolidation group of agencies.

2. **Perform strategic planning for identifying best IT investments** - A portfolio management software tool, with an investment management component, was implemented. Agencies were given training on the theories and concepts of selecting investments, using criteria such as business benefit or public value, strategic alignment, financial return, technical architecture compliance, implementation risk, etc. Agencies prepared and submitted biennial IT plans per the State CIO's framework and guidelines, including initiatives that were requested to be tied to departmental missions and business goals and strategies. In general, the IT plans have been improving over past submissions. As prescribed in governing legislation, the State CIO has reviewed agency expansion budget requests for the purpose of identifying enterprise shared services to meet common needs, eliminating duplication of like or similar applications, and ensuring the application of appropriate technology for fulfilling business requirements.

3. **Manage projects for superior results** - The enterprise project management office (EPMO) was established in mid 2004 and now includes a director, six project management advisors (PMAs), and two quality assurance specialists. A State CIO project approval and review process was established in late 2004, including representation from the Office of State Budget and Management and the Office of the State Controller. A portfolio management software tool, with a project management component, became operational in the summer of 2005. It currently has 250 users representing the vast majority of executive branch agencies, and it is used to manage and monitor 90 major projects totaling over $800 million. The combined EPMO and portfolio management software tool initiative was one of seven projects achieving honorable mention in The National Association of State CIO's (NASCIO's) 2006 Recognition Awards for Outstanding Achievement in the Field of Information Technology in State Government.

4. **Provide measurable, performance-based delivery of services** - The Operational Excellence Program (OEP) has been adopted, following the guidelines of Information Technology Infrastructure Library (ITIL) framework for service management. Extensive training has been accomplished (with over 700 certifications earned by ITS

and agency personnel), and four of the ten component services have been implemented at ITS. The full implementation of all ITIL service components at ITS will be completed by the fall of 2008.

5. **Manage legacy applications (installed department business/program software) for reduced risks of failure and optimized life-cycle benefits and costs** - A portfolio management tool, with an applications portfolio management (APM) component, has been installed. Agency staff members have been educated in the concepts and theories for managing applications over their useful lives, and they have been trained in using the tool. Significant information has been captured for over 1,200 applications, and analyses have been performed for identifying technical obsolescence, cost-inefficiencies, and ineffectiveness in supporting business requirements. Decisions have been made regarding the best approach for managing each application over the coming three years. Options for future management actions for applications include: continued maintenance, elimination, consolidation, retirement with replacement, and continued use after technical renovation or functional enhancement.

6. **Develop a proficient and appropriately staffed IT workforce** - In cooperation with the Office of State Budget and Management, the State CIO has assisted agencies to transfer project management and other technical responsibilities to state staff from outside contractors. This has offered the advantages of keeping important knowledge and experience within state government while reducing costs. ITS completed the implementation of broad banding for personnel classification and pay, as the state's pilot agency. The results have been outstanding, with the expanded ability to recruit and retain qualified staff.

   The State CIO worked with the Center for Public Technology of the UNC Chapel Hill School of Government in the development of a CIO Certification Program – a ten-month course for assessing and addressing some of the most critical issues facing IT leadership in state agencies. The purpose of the program is to equip current and potential IT department heads with the knowledge and tools for managing IT assets and accomplishing the responsibilities of IT managers. Over 20 senior IT managers are participating in the first class.

7. **Sustain the IT Enterprise Fund** – For the two-year period for fiscal years 2005-07, the State CIO's Office has managed the allocation of almost $30 million for enterprise projects. Major statewide projects and products financed with the fund include:

   - Purchase a portfolio management tool and implement it at ITS and the agencies for investment, project, and applications management.

   - Conduct annual security training for agency staff.

   - Offer enterprise subscriptions for security anti-virus and patch management products.

   - Purchase foundation software for implementation of the North Carolina Identity (NCID) service.

- Procure Geographic Information System (GIS) software that is used by many agencies.

- Underwrite the first two groups of agencies that are consolidating infrastructure assets.

- Purchase and begin the implementation of an IT asset management tool.

In addition to the substantial progress and sustained accomplishments on the major initiatives described above, additional important improvements in the management of IT achieved over the past two years are summarized below.

Standardization of PCs and Bulk Purchasing Savings – The approach for purchasing desktop and laptop PCs and printers was changed from agencies conducting individual purchases off a statewide contract to a bulk purchasing arrangement in order to more fully realize volume discounts. The former approach involved many non-coordinated purchases (often ones and twos), and the statewide contract could not guarantee an annual amount to obtain larger discounts. The latter approach features bulk purchases about every four months of standardized configurations. Competitive bids are solicited among major PC vendors, and the low price bid wins the entire purchase amount. Eight bulk purchases have been performed over the last two years, with cumulative savings of about $15.4 million compared to state contract pricing.

The agencies are at the point were they can achieve a higher level of maturity in the purchasing of these IT assets, including increased confidence in their ability to forecast annual volumes and employ a yearly bid. The guarantee of a larger volume of sales will create deeper discounts from vendors. The implementation of the IT asset management program will assist in forecasting annual procurement needs more accurately; thereby, better accommodating a yearly bidding process.

Revision of the Statewide Technical Architecture - The state's enterprise technical architecture (ETA) underwent a significant refreshment to modernize and restructure it for accommodating newer technologies and evolving best practices. The revised architecture was approved by the agency CIOs. Training sessions were provided agency personnel; therefore, if they desired, they could begin work developing agency technical architectures supplementing the ETA. ITS is assisting a pilot agency in the development of its technical architecture, with the intent of using it and the lessons learned as design aids and experience for other agencies.

Agency Security Assessment – The statewide Information Security Office has accomplished the following four key objectives in the last two years:

- Annually provided one-week of concentrated security training for over 50 agency staff, and sponsored a yearly one-day security conference attended by about 200 personnel.

- Developed and published a comprehensive set of statewide security policies using industry recognized best practices. These will assist agencies in developing their own internal security practices and procedures.

- Completed a recent survey of agency compliance with statewide polices, indicating agencies have improved in their security postures since the initial assessment performed by Gartner in 2004.

- Negotiated statewide contracts for security software that has created over $300,000 in annual savings over pre-contract prices.

Initiatives for 2007-09

Several major initiatives are proposed in this plan. These offer significant value to the state, and they are necessary for completing the achievement of the goals for the better management of IT. Extensive preparatory work has been successfully completed for these, and initial efforts are currently underway or scheduled to begin soon. They can be fully justified and are greatly needed, and they are not presented in any priority order.

First Initiative – Continue the outstanding efforts underway as part of the 2005-07 Statewide IT Plan. Major attention will focus on continuing and expanding the efforts to replace the state's technically obsolete and functionally deficient core business management systems - such as human resources/payroll and finance(BEACON project) - and expanding the consolidation of infrastructure assets to additional groups of agencies.

Second Initiative – Make the state's second major data center that is located in the western part of the state fully operational and capable of providing disaster recovery, testing, and other services for the agencies. This facility will improve business continuity capabilities for the agencies, and it will expand operational facilities to allow for better and more thorough testing of new applications.

Third Initiative – Implement a statewide IT asset management (ITAM) program. This will inventory and manage the state's desktop and laptop computers, servers, printers, networking equipment, and associated software. The intent is to better manage them over their useful lives in order to minimize life cycle costs while maximizing benefits.

Fourth Initiative – Develop and offer new commonly shared technical services, as the needs for them are identified. Desktop and server management, electronic document management, software quality assurance, and data warehousing are four potential services that have been identified by several agencies. The enterprise approach for providing common IT services is cost-effective, because it minimizes duplication of efforts and takes advantage of economies of scale by spreading fixed expenses over greater volumes to reduce unit costs. Moreover, scarce and expensive technical staff will be used more efficiently, and their expertise and skills will be available to all agencies – not just the biggest or best funded.

Fifth Initiative – Create an IT startup fund to subsidize the development of emerging statewide services that will benefit all agencies. This fund will enable initial development expenses to be amortized over a reasonable period of time; thereby, removing the burden of initial users to pay excessive and inappropriate rates for recovering one-time startup costs. Working with the Office of State Budget and Management, the State CIO is developing options for consideration by the legislature for replenishing it.

Funding Recommendations

The top IT funding priorities for this plan are listed as follows:

- **Continue and expand the efforts to replace the state's technologically obsolete and functionally deficient core business management systems, such as human resources/payroll and finance (BEACON project).**

- **Make the state's second major data center in the western part of the state fully operational for enabling the agencies to accommodate continuity of operations requirements.**

- **Continue and expand the consolidation initiative for infrastructure assets, including the statewide IT asset management (ITAM) software tool.**

Additional funding needs (expressed in order-of-magnitude estimates) and mandated by state statutes to be reported as part of this plan are:

- **$350,000 for assisting agencies in developing plans and approaches for modernizing outdated legacy applications that are critical to state operations.**

- **$2.0 million per year for needed security enhancements, per industry recognized best practices for security funding less currently available fiscal resources.**

Key Business Processes for IT Management

Although significant, the noteworthy accomplishments of the past biennium and the proposed initiatives will not provide maximum benefits standing alone. Maximum results are obtained only when they are linked and embedded in a larger process that integrates principal IT management activities. Accordingly, the state has developed a framework for the relationships and interactions among the major business processes for IT management. The four major components of the framework are highlighted below.

- Strategic business and IT planning and evaluation and selection of IT investments:
    - Department business strategies and plans.
    - Department IT plans.
    - Investment portfolio management (IPM) for identification, evaluation, and selection of priority funding requests.
- Project approval, management, and monitoring:
    - Project planning and management.
    - Project progress reporting.
    - Project post implementation assessments (PIAs).
- IT service management:
    - Service desk and service processes.
    - Relationships and dependencies mapping.
    - Business relationship management.
- Applications and infrastructure assets management:

- Inventory identification, location, and ownership.
- Operating cost-efficiency, technical compliance, effectiveness in meeting business needs, and risk acceptability.
- Plan for life cycle management to optimize benefits-costs.

Appendix A provides a summary description of the key business processes for IT management. Appendix B is a cross-reference of initiatives and improvement actions to the components of the framework.

Purpose and Background

Purpose

The purpose of this document is to describe the next steps for improving the planning, budgeting, and management of IT in state government, building upon the significant and demonstrable achievements accomplished over the past two years. Like its predecessor 2005-07 Statewide IT Plan, this document presents an action-driven and results-oriented approach for aligning IT with government priorities and business needs and managing IT operations and resources to enhance services for citizens, further the democratic process, enrich the outcomes of governmental programs, and advance accountability to constituents.

Although it addresses the selection, implementation, and accounting for technology related physical and human assets, it is business-focused and services-based, rather than technology-centric. It is a management plan that incorporates the disciplines and concepts that apply to good management practices, regardless of the specific area of interest. The underlying methodologies, theories, and techniques are proven best practices for the management of technology in both private industry and the public sector.

The initiatives presented in this document continue, expand, and build upon past progress to implement fully a comprehensive management framework and complete a structure of people, processes, and physical assets required to effectively and efficiently manage IT. Moreover, the plan is responsive to the state's compelling political and business challenges, its economic realities, and its absolute dependence on IT.

Background

The processor 2005-07 Plan concentrated on two primary elements of IT management:

- Enterprise management of common shared technical infrastructure and technical services.

- A framework for the management of IT investments.

The concepts, goals, and benefits for the first element above have not changed from those described in the earlier plan. The 'what' is infrastructure assets (hardware, software, and networking equipment) that serve the same or similar technical purposes and include desktop and laptop PCs, servers, printers, storage devices, and networking items (hubs, routers, switches, firewalls, etc.). The 'how' is to consolidate the management of these assets – not necessarily physically locate them in a central geographical site. The 'whys' are the many cost-saving, operationally enhancing, data sharing, security improving, duplication eliminating, staff sharing, and disaster recovery enabling benefits that are accrued from a statewide management approach. The scope is statewide (all agencies). The out of scope is applications software that support agency business processes, as these remain the responsibility of the individual departments.

The second element of the 2005-07 Plan has undergone key revisions over the last two years. The original framework consisted of three parts (1. strategic business and IT planning and investment selection and budgeting, 2. investment implementation, and 3. investment operation and renovation, replacement, or retirement), and it depicted the flow of actions as a circle connecting the three points.

As time transpired and experience was gained, it was recognized that the framework needed to be revised in three primary respects. First, although the concepts, objectives, and work tasks of the first two activities remain largely the same; the third activity was in reality two separate ones (IT service management, and applications and infrastructure assets management). Therefore, it has been replaced by these two. Second, the circle failed to convey the feedback interplay among the now four major activities. Accordingly, a new diagram was created to better illustrate the interactions among the activities. Finally, the name was changed to convey better that the framework involves not just IT investment management. It covers the whole spectrum of the business management of IT, of which investment management is just one aspect, albeit an important one.

The revised framework (called Key Business Processes for IT Management) is summarized in Appendix A.

Major Initiatives for 2007-09

The major initiatives summarized below are necessary to continue the proposed approach for achieving better planning, budgeting, and management of IT to improve citizen services. Each initiative is important; therefore, the numerical order is insignificant from either priority or sequencing perspectives.

First Initiative - Complete outstanding work begun as part of the 2005-07 Statewide IT Plan**.**

Major attention will focus on continuing and expanding the efforts to replace the state's technologically obsolete and functionally deficient core business management systems – Building Enterprise Access for North Carolina's Core Operations Needs (BEACON project) - and expanding the consolidation of infrastructure assets to additional groups of agencies. Each project is highlighted below.

BEACON Project

BEACON is a statewide collaborative effort to transform the state's core business management processes through the modernization of applications and standardization of practices and procedures. It addresses the areas of human resources (HR), payroll, budget management, taxation, data storage, and accounting, and it involves the implementation of SAP's Enterprise Resource Planning (ERP) software. BEACON is a collaborative statewide effort involving the Office of the State Controller (OSC), Information Technology Services (ITS), Office of State Budget and Management (OSBM), Office of State Personnel, and the Department of Transportation (DOT).

The overall endeavor actually began in 2003, with the completion of two precursor studies to assess the existing systems and develop a blueprint for selecting an improvement approach. The first implementation effort began early last year and addresses the HR and payroll functions. It consists of three phases, with the first phase finishing in mid 2008 and the remaining phases completing the end of 2009. Work on financial applications will start in early 2008 and complete in mid 2011.

Infrastructure Consolidation

The goals of the consolidation initiative for infrastructure assets (PCs, servers, networking equipment, etc.) are to:

- **Optimize IT spending** – through the reduction of duplicate assets, realization of volume discounts for standardized hardware/software and equipment configurations, and the achievement of economies of scale by sharing common assets and spreading fixed expenses over greater volumes to realize lower unit costs. This will provide the opportunity to redirect IT savings to other critical IT needs.

- **Improve the leverage of staffing** – by making scarce and expensive expertise available to all agencies, instead of just the largest or best funded.

- **Decrease risks** – by reducing vulnerabilities to security threats and human induced or natural disasters, and by simplifying disaster recovery and continuity of operations plans.

- **Enhance service levels** – by applying proven best practices in a consistent manner across the enterprise, and by employing common processes to a standard technical infrastructure.

The first group of consolidation agencies (ITS, Department of Administration, Office of State Budget and Management, Office of State Personnel, ant the Governor's and Lt. Governor's Office) was completed at the end of 2006. The second group of agencies for consolidation include: Juvenile Justice and Delinquency Prevention, Office of State Controller, Department of Commerce, Department of Cultural Resources, and Industrial Commission; and this effort will complete the fall of 2007. Succeeding agencies for future consolidation groups will be identified and implementations will be completed over the 2007-09 biennium.

Together, the first and second groups of consolidation agencies involve over 4,000 PCs, 200 servers, and 5,000 network connections. The expeditious completion of the IT asset management program highlighted below will facilitate the timely completion of the consolidation initiative.

Second Initiative – Make the state's second major data center that is located in the western part of the state fully operational in order for it to become capable of providing disaster recovery, testing, and other services for the agencies.

This will improve disaster recovery/business continuity capabilities for the agencies, and it will expand operational facilities to allow for better and more thorough testing of new applications. The former provides the state with the ability to store and back-up data and reduces reliance on outside services for operating the state's critical applications, if a human induced or natural disaster were to disable local facilities. While agencies may have continuity of operations plans (COOPs), several do not have the availability or funding to test or implement them. The latter will enable additional and more thorough testing or new applications without impacting production operations or compromising live data; thereby, further protecting the integrity of production systems while improving the quality of application releases.

Construction for the new 53,000 square foot center began in September 2006, and it should be completed in September 2007. The center is expected to be fully operational in January 2008.

Third Initiative - Implement an IT asset management (ITAM) program.

The purpose of the statewide ITAM project is to implement a suite of products and associated processes for automating and managing the functions of:

- Asset management repository – inventory of infrastructure assets, with relationships and dependencies that potentially may also serve as a configuration management database (CMDB).

- Hardware/software discovery – automatic identification of what is attached to the state's network, with detailed information.

- Patch management – testing and automatic distribution and verification of patches, especially OS security patches.

- Software delivery – automatic delivery and verification of installation of software products/applications, especially to desktops and laptops.

- Software imaging – automatic installation of standard configurations/applications for newly purchased machines.

ITAM addresses infrastructure assets such as the state's estimated 50,000 PCs (desktops and laptops), 1,500 servers, 17,000 printers, and 5,000 network devices. ITAM will interface closely with the state's applications portfolio management system to provide an understanding about relations and dependencies among IT components from IT services offered; through citizens, agencies, and users receiving them; to applications providing them; infrastructure hardware/software and communications equipment supporting them; and service level agreements (SLAs) governing them. This understanding is necessary for performing service management functions and developing complete and workable disaster recovery/ business continuity (DR/BC) plans.

The intent is to support: the (1) strategic management of IT assets through their lifecycles (acquisition, deployment, maintenance, and retirement/disposal), and (2) the implementation of improved service management processes at ITS and major agencies employing the ITIL framework. ITAM capabilities are necessary for controlling the costs of infrastructure assets and providing responsive, reliable, and secure IT services - per service level agreements (SLAs) - to the agencies.

Moreover, ITAM is an essential component for several priority statewide initiatives, including the consolidation of IT infrastructure and the establishment of desktop services as an offering by ITS to the agencies. ITAM also is necessary for the adequate performance of portfolio management of IT infrastructure assets – an important part of strategic and operational IT planning and budgeting.

The overall ITAM two-and one-half-year project will be performed in multiple phases, starting in mid-January 2007 and ending the end of March 2009. Each phase will consist of three work efforts titled discovery, requirements analysis, and implementation. The discovery and requirements analysis work efforts may be performed concurrently or sequentially; however, both must be completed before implementation can begin. Each phase will be comprised of participating agencies, until the full executive branch is implemented. Estimated costs for ITAM software and outside implementation services are a little over $3.3 million.

Fourth Initiative - Develop and offer new commonly shared technical services, as the needs for them are identified.

Desktop and server management, electronic document management, software quality assurance, and data warehouse are four promising services for which several agencies

have identified a desire to receive. The enterprise approach for providing common IT services is cost-effective, because it minimizes duplication of efforts and takes advantage of economies of scale by spreading fixed expenses over greater volumes to reduce unit costs. Moreover, scarce and expensive technical staff will be used more efficiently, and their expertise and skills will be available to all agencies – not just the largest or most favorably financed.

Desktop and server management services align closely with the infrastructure consolidation project, and these services will be key users of the IT asset management software tool. These services manage the life cycle of hardware (e.g., PCs, servers, printers, servers, hand-held devices, etc.) from budgeting, to purchasing, software loading, installation, software patching, other maintenance, to retirement/disposal. It also administers the software associated with these devices, such as office productivity tools. These services are currently used by ITS and the other agencies in the initial consolidation group.

Electronic document management services makes available to the agencies the capabilities of the EMC/Documentum software tool for the storage, retrieval, and workflow of digital documents. It is useful for the collection, processing, organization, storage, and archiving of a wide variety of documents and a broad range of media. This service presents tremendous opportunities for cost cutting productivity improvements and citizen service enhancements in the document-oriented and process-driven business environment of state government.

The software quality assurance service offers best practice methodologies and processes, advanced technical facilities, and expert staffing resources for assisting agencies to test new applications. Cost saving efficiencies and better quality products can be realized through the use of these services.

Data warehouse services assist agencies in obtaining decision support, analytical reporting, and other reporting capabilities using SAS technical tools for data management, retrieval, organization, and report generation. The state owns and maintains a huge number of large and complex data files and databases that contain important and useful data elements. A common and continuous need of all state agencies is to be able to extract, sort, analyze, and present detailed bits of data from multiple sources in a timely and efficient manner, so that these elements are transformed to useful information for decision making and policy formulation.

Additional items were mentioned in agency IT plans as potential statewide services opportunities. Examples include time and attendance, case management, geographical information systems (GIS), and customer resource management (CRM).

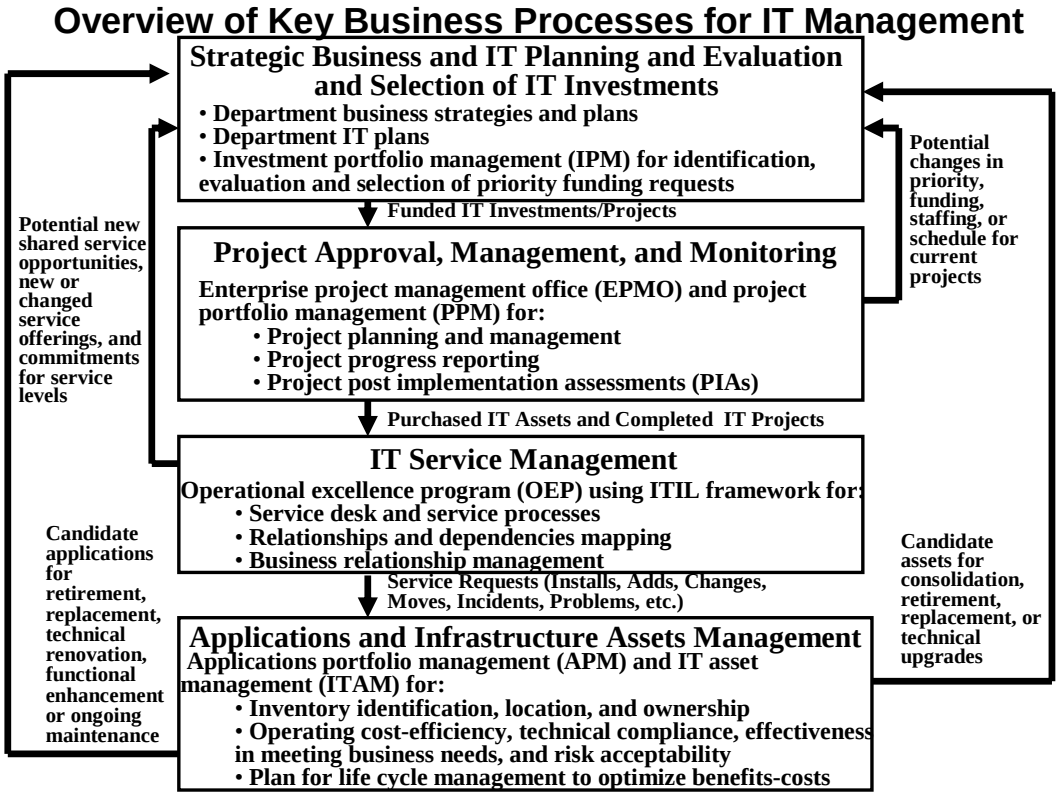
Fifth Initiative - Create an IT startup fund to subsidize the development of emerging statewide services that will benefit all agencies.

This fund will enable start-up expenses to be amortized over a reasonable period of time; thereby, removing the burden of initial users to pay excessive and inappropriate rates for recovering one-time initial development costs. Working with the Office of State Budget and Management, the State CIO is developing options for consideration by the legislature for replenishing it.

Appendices

Appendix A – Summary of Key Business Processes for IT Management

The IT management framework - Summary of Key Business Processes for IT Management - is illustrated in the diagram below.



The key business processes reflect the essential underpinnings of proficient IT management. These are: a) efforts and expenditures must be aligned with and support Governor and legislative priorities and strategic business initiatives; b) fundamental disciplines (such as strategic planning, portfolio management, enterprise technical architecture, service management, and applications and infrastructure assets management) must be well ingrained in governance (i.e., decision making and policy formulation) processes; and c) personnel must be well trained in business concepts and technical skills.

The chart illustrates that IT management is a closed loop process. The flow of events and actions begins at the top with business strategies and governmental priorities and flows down through the selection of investments that enable the business initiatives; to the management of the projects for implementing the applications and supporting IT assets that accomplish the objectives and achieve the benefits of the investments; to the placement of the completed investments into operation and the management of the technical services supported by them; and finally to the inventories of these

applications and infrastructure assets and the optimal management of them over their useful lives.

Feedback loops to the top planning and budgeting activity from the following project management, service management, and applications and infrastructure asset management activities provide new information for review, policy formulation, and decision making. Iterative work efforts include: recognizing new government imperatives and emerging business challenges, revisiting strategies, updating funding options and financial projections, reprioritizing projects and investments, and reallocating staffing and other resources – all a part of reinitiating the cycle of events.

The quality of decisions and actions in each activity directly impacts the others. Examples of adverse impacts for imprudent decisions and practices follow:

- Flawed business or IT strategies lead to the selection and implementation of investments that are not aligned with strategic goals and objectives and result in suboptimal business performance. Likewise, good strategies will fail, if they are implemented without influential executive leadership and the commitment of the necessary fiscal and people resources.

- Ill-advised investments jeopardize the viability, growth, and success of the business by misusing scarce fiscal resources on low-yield assets and squandering funds from higher return opportunities. Poorly conceived and incomplete business cases exacerbate problems and challenges that must be resolved by project management.

- Deficient project management leads to cost overruns, schedule slippages, inferior quality, and unrealized business outcomes. Incomplete requirements, flawed design, defective construction, and/or inadequate testing produce problem assets that create additional costs and challenges for service management.

- Defective service management processes and practices leads to unsatisfied customers, inefficiencies in providing IT services, and excess costs. Unless rectified, the inability to provide services that are matched to customer expectations in terms of quality and costs will create and widen chasms between business and IT and ultimately threaten the ongoing viability and growth of the enterprise.

- Flawed applications and asset management causes two serious timing problems: a) premature replacement of infrastructure assets, and b) keeping these assets beyond their useful lives. The former wastes money, and the latter increases operating and maintenance costs, downgrades support for business processes, and increases risks of security vulnerabilities and hardware/software failure. Inaccurate or incomplete inventories: degrade support for service management, frustrate the forecasting of buying needs for obtaining better volume purchasing discounts, and complicate software license management tasks. Moreover, per industry recognized metrics, the lack of good practices and policies and ITAM capabilities may prohibit the realization of annual savings in the management of PCs from 15% to 30% or more.

Appendix B – Cross-Reference of IT Initiatives and Improvement Actions to Components of Framework for Key Business Processes for IT Management

Initiatives and Improvement Actions of State CIO Strategic IT Plans for 2005-07 and 2007-09	Components of Framework			
	Business and IT Planning and Investment Selection	**Project Approval, Management, and Monitoring**	**IT Service Management**	**Applications and Infrastructure Assets Management**
Consolidate common shared technical infrastructure and services	X		X	X
Perform strategic planning for identifying best IT investments	X			
Manage projects for superior results		X		
Provide measurable, performance-based delivery of services			X	
Manage legacy applications for reduced risks of failure and optimized life-cycle benefits and costs				X
Develop a proficient and appropriately staffed IT workforce	X	X	X	X
Sustain the IT enterprise fund	X	X	X	X
Standardization of PCs and bulk purchasing savings	X		X	X
Revision of the statewide technical architecture	X	X	X	X
Agency security assessment			X	
Complete outstanding work from 2005-07 plan	X		X	
Commission the second data center			X	
Implement a statewide IT asset management program	X		X	X
Develop and offer new commonly shared technical services	X		X	
Create an IT startup fund	X	X	X	X

Appendix C – Cross-Reference of Initiatives and Improvement Actions to Major Challenges for IT Management

In developing the initiatives for the management of technology in the State CIO's 2005-07 and 2007-09 IT Plans, the following challenges were considered. They reflect the current and relevant technical, business, governmental, and economic realities of the state. These challenges were originally presented in the 2005-07 Plan; however, they have been updated to reflect the contemporary situation. The major initiatives and improvement actions for the State CIO Strategic IT Plans for 2005-07 and 2007-05 are listed below with the related challenges.

Challenge 1 – The public deserves and expects government to make the best use of technology to offer information and services that are accessible, convenient, responsive, beneficial, and cost-effective; and government is expected to be accountable for expenses and results of IT investments.

Technology is essential for the successful performance of the state's business processes and program operations; therefore, more advantages to the public and greater value to the state can be realized through the better management of it.

Properly funded and appropriately employed, technology can offer the following significant benefits to the state's citizens, businesses, and employees:

- Facilitate easier access to and more responsive interaction with state government entities.
- Increase productivity of business operations and improve efficiencies of business processes; thereby, providing more and better services at less costs.
- Improve the performance of and results from business programs, so that greater value accrues from them.
- Contribute to the democratic process, educational opportunities, public safety, health and welfare, protection of the environment, and economic development; thereby, enhance the quality of life.

In some ways, through its innovative use of technology, the private sector is becoming the norm and standard for services and support from government. Accessibility, quality, and price/costs are key evaluation determinants forming the perceptions of the state's citizens and businesses for government services. The judicious and astute use of technology is important to continuing the trust, respect, and satisfaction of the public for government and its institutions.

Applicable Initiatives and Improvement Actions:

- **Perform strategic planning for identifying best IT investments.**

Challenge 2 – The efficiency of spending for IT personnel and hardware and software resources must be improved; thereby, enabling more of the state's IT dollars to be spent on technology that directly benefits the public.

Studies have shown that the best IT organizations in both public and private sectors receive greater results with less money. The benefits of IT are not dependent solely on the amount or size of investments, but also on how funds are spent and how well the investments are managed. Today's technology infrastructure offers the opportunities to take advantage of economies of scale for spreading fixed costs over more production units, synergy of resources by combining like technical functions to meet common needs, and leveraging of purchasing power. By better managing common shared IT assets, scarce dollars can be redirected more effectively to applications that directly impact services to the public.

Applicable Initiatives and Improvement Actions:

- **Consolidate common shared technical infrastructure and services.**
- **Standardization of PCs and bulk purchasing savings.**
- **Establish enterprise software licensing program.**
- **Develop and offer new commonly shared technical services, as the needs for them are identified.**

Challenge 3 – The vulnerabilities for and protections against security threats to the state's IT computer and communications infrastructure and associated repercussions for damage or loss of assets and compromise of privacy of individuals and confidentiality of data must be addressed more cost-effectively and with greater assurance of success.

Security controls and privacy protection must be risk-based, threat- and vulnerability-focused, and cost-effective. Protecting the state's computer and telecommunications infrastructure and its mission-critical applications has never been more important because of concerns about attacks from individuals and groups with malicious intent, including terrorism. Security concerns are well founded for a number of reasons, and attacks can originate from a variety of sources, including cyber-terrorism accomplished through readily available hacking tools and more sophisticated attack technology. In addition, security precautions are necessary to prevent data tampering, fraud, identity theft, and inappropriate disclosure of sensitive information.

Applicable Initiatives and Improvement Actions:

- **Agency security assessment.**
- **Revision of the statewide technical architecture.**

Challenge 4 – Assets must be operated and maintained in a manner that provides the required levels of service, including reliability, availability, scalability, and security at the most economical costs.

Service levels should be appropriate to business needs and program obligations, so that quality and costs are matched to requirements and willingness to pay. Modern and proven models, methods, and standards must be used to align IT services to business needs, provide the necessary level of quality of services, and reduce the costs of services.

Applicable Initiatives and Improvement Actions:

- **Provide measurable, performance-based delivery of services.**
- **Manage legacy applications (installed department business/program software) for reduced risks of failure and optimized life-cycle benefits and costs.**
- **Implement an IT asset management (ITAM) system.**

Challenge 5 – The state must develop a better management strategy that is responsive to the evolution of technology from the mainframe-centric structure of the last quarter of the past century to the networked computing environment of PCs, servers, and other distributed and mobile assets of the late 1990s and today.

The mainframe era featured a few high-powered and centrally located and managed computing and data storage facilities, with dedicated connections to rigid access devices. Today's networked computing environment consists of many geographically dispersed and locally managed computing and data storage devices interconnected with local and wide area networks and offering ubiquitous access from a multitude of computing and telecommunications devices. The new technology environment offers great benefits, however; it creates many additional management challenges, especially for cost-effective implementation and operation.

Applicable Initiatives and Improvement Actions:

- **Consolidate common shared technical infrastructure and services.**
- **Implement an IT asset management (ITAM) system.**
- **Revision of the statewide technical architecture.**

Challenge 6 – The state must restructure and enhance its processes for the planning and budgeting for IT so that investments are identified, evaluated, and selected in a manner that provides the greatest benefits within cost constraints and risk profiles, and enable the reliable prediction of long-range funding needs.

There is a legitimate need for a long-term, sizeable, consistent, reliable, and predictable funding stream for IT. The size, timing, urgency, and priority of funding requirements must be determined, and the state must be able to provide better responses to the funding questions of what for, when, how much, and why.

Applicable Initiatives and Improvement Actions:

- **Perform strategic planning for identifying best IT investments.**

- **Manage legacy applications (installed department business/program software for reduced risks of failure and optimized life-cycle benefits and costs.**

- **Implement an IT asset management (ITAM) system.**

Challenge 7 – The cost-effectiveness of legacy applications must be enhanced by having a better understanding of their technical and business status; risks of failure; and time and manner for renewal, retirement, or replacement.

Legacy applications are a two-edged sword. While forming the backbone for sustaining the state's business activities, they represent large investments, considerable on-going costs for maintenance and operations, and potential failure due to outdated technology no longer supported by vendors or state staff, excessive security vulnerabilities caused by outmoded design, or inability to be modified/updated for meeting changing business requirements. The risks of failure, deficiencies in satisfying business requirements, and recurring maintenance costs must be evaluated when determining the time and manner of renovating, retiring, or replacing them in order to optimize their costs and benefits over their useful lives.

Applicable Initiatives and Improvement Actions:

- **Manage legacy applications (installed department business/program software for reduced risks of failure and optimized life-cycle benefits and costs.**

- **Revision of the statewide technical architecture.**

Challenge 8 – The performance of implementation projects for major state investments must be improved; thereby, ensuring costs and schedules match approved budgets and timetables, results tie to benefit expectations, and business are accomplished.

Major statewide IT projects represent huge investments, offer many benefits, and are conducted under governing, technical, and business environments that present large risks. To have the best chance for success, the projects must be well researched, thoroughly planned, and properly executed. Departmental responsibilities and accountabilities for the management and performance of projects under their jurisdictions must be re-emphasized. Additionally, the present processes, disciplines, and tools at the state, agency, and project levels must be continuously updated and improved in order to build upon past advances for managing projects and delivering benefits and value.

Applicable Initiatives and Improvement Actions:

- **Manage projects for superior results.**

- **Revision of the statewide technical architecture**

Challenge 9 – Disasters (from either human-originated or natural causes) can have adverse consequences for the conduct of business processes and program operations; therefore, the ability to recover data, applications, and other mission-critical IT assets quickly and to continue business until the situation can be restored to normalcy must be better planned and accomplished in a manner that is more cost sensitive.

As with other large governmental and private organizations, state agencies rely extensively on computerized systems, interconnected networks, and electronic data to support their missions, deliver vital services, and perform necessary functions. Accordingly, the importance of the planning for and effecting of disaster recovery and business continuity capabilities for foreseeable untoward events must be stressed, and the risks for not having adequate provisions must be thoroughly understood. Mission critical applications and their associated technical and business infrastructures merit particular attention.

Applicable Initiatives and Improvement Actions:

- **Make the state's second major data center fully operational.**
- **Manage legacy applications (installed department business/program software for reduced risks of failure and optimized life-cycle benefits and costs.**
- **Implement an IT asset management (ITAM) system.**

Challenge 10 – The state must recruit and retain a proficient and appropriately staffed IT workforce**.**

The lack of adequate personnel resources (in both numbers and skills) is a continuing and growing problem, and it is one of the main reasons applications are becoming at risk of failure. Moreover, this is the source of problems many departments are having in transitioning from legacy-oriented and mainframe-based technical infrastructures to today's more modern architectures based on the Internet and network-intensive technologies. The issue manifests itself in several ways. First, the insufficiency in staff presents a barrier for enhancing and updating infrastructure and applications to meet increasing business needs. Second, knowledge and experience lost to retirements from an aging state IT and business unit population must be replaced. Third, extensive use is made of outside contractors to provide skills and numbers of staff – a state workforce presents a more economical source of staffing.

Applicable Initiatives and Improvement Actions:

- **Develop a proficient and appropriately staffed IT workforce.**

Appendix D – Inventory of Major In-Process Projects

This appendix summarizes the status of the major projects (those over $500,000 total costs) being inventoried in the project portfolio management tool and monitored by the statewide enterprise portfolio management office (EPMO), as part of the State CIO's project approval, monitoring, and reporting process. The data is as of December 31, 2006. The following definitions may be useful in understanding the individual project status reports.

Project Status Indicators

- "Green" or "Routine" – All of the project triple constraints – project scope, phase cost, and phase schedule (milestones and key project deliverables) are being managed to achieve project goals and objectives.

- "Yellow" or "Needs Agency Attention" - The project may not achieve the desired goals and objectives. Agency corrective action is required to address the project deviation from plan.

- "Red" or "Needs State CIO Attention" - The agency has failed to provide satisfactory corrective actions to address "Needs Agency Attention" items from the previous assessment, or the project is at significant risk to miss project goals and objectives and requires intervention by the State CIO.

Project Risk

Risk is a fact-based, quantified assessment of project uncertainty in seven (7) project management categories with twenty-two (22) question/responses. The categories of the project risk assessment are:

- Schedule.
- Funding.
- Project Management.
- Technology.
- Organization.
- Business / Program Impact.
- Consequence of Failure.

High risk projects are those with total risk scores above a predefined threshold.

Project Benefits

The benefits of each project are documented in the portfolio management tool. Business cases justifications are required as part of the State CIO's project approval, monitoring, and reporting process.

Administration Motor Fleet Management System (MFMS) Initiative	Risk Profile: **High Risk** Initial TCO: $1,617,000 Current TCO: $1,617,000 Initial Imp: $1,352,080 Current Imp: $1,352,080 Initial Schedule: 03/30/2007 Current Schedule: 03/30/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This is a software development initiative that was approved for the Planning (RFP) phase on 11/04/2003 and for the Design phase on 06/01/2004. The project was conditionally approved for Design Implementation phase activities on 05/27/2005. The restructured project (software development rather than COTS procurement) had an approved total lifecycle (TCO) budget of $1,617,000 with a planned completion date of 03/30/2007. Implementation was expected to cost $1,352,080. The project is 80% complete (based on schedule) and 81% complete with Execution and Build phase activities that have a revised planned completion date of 01/31/2007. The project is fully funded (receipts-based). The project expects to deliver full-function scope. The project is projected to be under budget in both hours (2,484 hours or 12%) and dollars ($324,871 or 31.8%) for Execution and Build phase activities. The project remains under utilized in hours project to date (1,592 hours or 6.7%). The project has identified Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues. The project must get SCIO approval of the Implementation phase of the project that has a forecast start date of 01/11/2007.

Commerce (CMS) Web Content Management System Project	Risk Profile: **High Risk** Initial TCO: $926,500 Current TCO: $1,174,135 Initial Imp: $347,417 Current Imp: $534,135 Initial Schedule: 12/31/2006 Current Schedule: 06/01/2007 CIO PMA: John McShane Phase: Planning and Design	Y Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This software development project was approved for Planning and Design phase activities on 10/19/2005. The project had a total investment cost (TCO) budget of $926,500 with a planned completion date of 12/31/2006. The project has a newly revised TCO budget of $1,174,135 with a revised planned completion date of 06/01/2007. Newly revised Implementation costs are expected to be $534,135. The project is fully funded. The project expects full-function scope delivery. The project is 70% complete (based on schedule) and 98% complete with Planning and Design phase activities that had a newly revised planned completion date of 11/06/2006. The project expects to be under budget in both hours (500 hours or 11.1%) and dollars ($580 or less than 1%) for Planning and Design phase activities. The project is slightly under utilized in hours project to date (22 hours or less than 1%). The project has provided corrective action plans for all identified issues. The project must get SCIO approval of the Execution and Build phase of the project. The project did not submit a status report in December. The project is reporting October data.

Commerce Economic Development Intelligence System (EDIS) Project	Risk Profile: **High Risk** Initial TCO: $2,208,000 Current TCO: $2,188,646 Initial Imp: $375,000 Current Imp: $707,823 Initial Schedule: 08/31/2005 Current Schedule: 03/09/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope Y Milestones G Utilization G Issues G Prior Month	This software development project was approved for Planning and Procurement (RFP) phase activities on 01/28/2005. The project was approved for Execution and Build phase activities on 07/25/2006. The project had an approved total investment cost (TCO) budget of $2,208,000 with a planned completion date of 08/31/2005. Implementation was expected to cost $375,000. The project has a revised TCO budget of $2,188,646 with a newly revised planned completion date of 03/09/2007. The revised Implementation costs are expected to be $707,823. The project remains 95% complete (based on schedule) and is 70% complete with Execution and Build phase activities that have a newly revised planned completion date of 02/16/2007. The project is fully funded. The project expects to deliver full-function to the newly revised scope (increase of 10% in 11/2006). The project expects to be under budget in hours (240 hours or 12.3%) and within budget in dollars (zero (0) variance) for Execution and Build phase activities. The project is under utilized in hours project to date (287 hours or 8.3%). The project has provided Execution and Build phase milestones. However, the project must provide milestones and key project deliverables between 12/22/2006 and 02/16/2007. The project has provided corrective action plans for all identified issues.

Commerce (Ports Authority) Terminal Operating System Project	Risk Profile: **High Risk** Initial TCO: $2,235,200 Current TCO: $2,290,012 Initial Imp: Current Imp: $1,988,012 Initial Schedule: 12/12/2006 Current Schedule: 10/31/2006 CIO PMA: Alisa Cutler Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	The project is a COTS procurement and modification initiative that was approved for Planning and Design phase activities on 09/29/2005 and for the Execution and Build phase on 01/04/2006. The project had an approved total investment cost (TCO) budget of $2,235,200 with a planned completion date of 12/12/2006. The project has a revised TCO budget of $2,290,012 with a revised planned completion date of 10/31/2006. Revised Implementation costs are expected to be $1,988,012. The project remains 60% complete (based on schedule) and remains 89% complete with Execution and Build phase activities that had a planned completion date of 08/31/2006. The project is fully funded and expects to deliver full-function scope. The project expects to be over budget in hours (225 hours or 22.5%) and under budget in dollars ($639,858 or 50.2%) for Execution and Build phase activities. The project is significantly over utilized in hours project to date (215 hours or 19.7%). The project has provided corrective action plans for all identified issues. The project has defined Execution and Build phase milestones and key project deliverables. The project needs to get SCIO approval of the Implementation phase and to address project schedule and resource utilization concerns. **The project was put on hold for 90 days effective 10/15/2006.**

Community Colleges Administrative Information Systems Project Information Systems for the Future Initiative	Risk Profile: **High Risk** Initial TCO: $44,452,018 Current TCO: $104,396,929 Initial Imp: Current Imp: $83,630,011 Initial Schedule: 06/30/2003 Current Schedule: 06/30/2007 CIO PMA: Stephen Tedder Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones U Utilization G Issues G Prior Month	The project is a COTS procurement and vendor modification initiative that was approved for Planning and Pilot phase activities on 08/01/2000, for the phase 1 Planning and Pilot phase on 01/04/2001, and for Statewide Implementation phase on 07/09/2002. The restructured project was approved for statewide implementation on 07/06/2004. The restructured project had a revised total investment cost (TCO) budget of $92,300,000 with a revised planned completion date of 07/31/2007. The project has a revised TCO budget of $104,396,929 with a revised planned completion date of 06/30/2007. Revised Implementation costs are expected to be $83,630,011.The project remains 86% complete (based on schedule) with Implementation phase activities. Pilot Phase (8 schools) is 100% complete, Phase 2A (15 schools) is 100% complete, Phase 2B (18 schools) is 100% complete, and Phase 2C (17 schools) remains 31% complete with a planned completion date of 06/29/2007. E-Procurement activities were completed in 03/2006. The project is fully funded and is expected to deliver full-function scope. The project expects to be $1,761,336 (or 2.1%) under budget for Implementation phase activities. Project staff utilization is not tracked. The project has defined Implementation phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Community Colleges CIS Release 18 Infrastructure Migration Project	Risk Profile: **High Risk** Initial TCO: $6,711,020 Current TCO: $6,667,558 Initial Imp: $6,683,243 Current Imp: $6,667,558 Initial Schedule: 01/31/2008 Current Schedule: 01/31/2008 CIO PMA: Stephen Tedder Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope Y Milestones G Utilization G Issues G Prior Month	This infrastructure initiative was approved for Planning and Design phase activities on 08/29/2006. The project had a total investment cost (TCO) budget of $6,711,020 with a planned completion date of 01/31/2008. Implementation was expected to cost $6,683,243. The project has a revised TCO budget of $6,667,558. Revised Implementation costs are expected to be $6,667,558. The project is 26% complete (based on schedule) and 80% complete with Planning and Design phase activities that have a planned completion date of 12/22/2006. The project is fully funded and expects full-scope delivery. The project expects to be within budget in both hours and dollars for Planning and Design phase activities. The project is within the staff resource utilization plan. The project has defined corrective action plans for all identified issues. The project has defined Planning and Design phase milestones and key project deliverables. However, the project must identify milestones and key project deliverables between 09/12/2006 and 12/08/2006. The project must get SCIO approval of the Execution and Build phase of the project that begins on 01/19/2007.

Community Colleges Improve Student Access to Services and Optimize Registration Resources	Risk Profile: Low Risk Initial TCO: $787,000 Current TCO: $610,664 Initial Imp: $572,000 Current Imp: $601,100 Initial Schedule: 07/24/2006 Current Schedule: 09/07/2006 CIO PMA: Stephen Tedder Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones U Utilization G Issues G Prior Month	This software development project was conditionally approved for the implementation on 07/12/2005, for Execution and Build phase activities on 12/20/2005, and for Implementation phase activities on 06/14/2006. The project had a TCO budget of $787,000 with a planned completion date of 07/24/2006. Implementation was expected to cost $572,000. The project had a revised TCO budget of $610,664 with a revised planned completion date of 09/07/2006. The revised projected implementation costs were $601,100. **The project was successfully implemented on 08/22/2006 and was closed on 12/14/2006.** The project is 100% complete and 100% complete with Closeout phase activities that had a revised planned completion date of 09/05/2006. The project completed implementation activities under budget ($50,000 or 8.3%). Project implementation was completed on 08/22/2006. The project completed project closeout activities on 12/14/2006. The project was fully funded. The project delivered full-function scope. The project was under budget ($50,000 or 39.6%) for Implementation phase activities. The Implementation phase of the project had a budget of $126,100 with actual costs of $76,100. Resource utilization was not tracked for this project. The project provided corrective action plans for all identified issues. The project provided project milestones and key project deliverables.

Correction DOC Sex Offender GPS Project	Risk Profile: **High Risk** Initial TCO: $2,884,950 Current TCO: $14,630,880 Initial Imp: Current Imp: $218,850 Initial Schedule: 12/31/2006 Current Schedule: 12/31/2006 CIO PMA: Jesus Lopez Phase: Planning and Design	Y Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement project was approved for Planning and Design phase activities on 09/18/2006. The project has a total investment cost (TCO) budget of $2,884,950 with a planned completion date of 12/31/2006. Development costs have not been determined. The project has a newly revised TCO budget of $14,630,880. Newly revised Implementation costs are expected to be $218,850. The project is 57% complete (based on schedule) and 100% complete with Planning and Design phase activities that had a planned completion date of 10/31/2006. The project is fully funded and expects full-function scope delivery. The project was within budget in both hours and dollars for Planning and Design phase activities. The project is within the staff hours resource utilization plan. The project has provided Planning and Design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues. The project must get SCIO approval of the project's Execution and Build phase. The project did not submit a status report in December. The project is reporting October data (Gate Review).

Crime Control and Public Safety Voice Interoperability Project for Emergency Responders (VIPER) Strategic Solution Implementation Project	Risk Profile: **High Risk** Initial TCO: Current TCO: Initial Imp: Current Imp: $30,073,987 Initial Schedule: 06/30/2006 Current Schedule: 07/16/2007 CIO PMA: Jesus Lopez Phase: Implementation Program Budget: $238,443,334 Program Imp: $191,200,000 Program Target: 12/31/2010	G Overall Y Funding G Phase Cost G Scope G Milestones Y Utilization G Issues G Prior Month	The project is an infrastructure / hardware and software implementation initiative that was approved for Implementation phase activities on 02/01/2005. The project had a total investment cost (TCO) budget of $238,443,334 with a planned completion date of 12/31/2010. Statewide implementation was expected to cost $191,200,000. Phase 0 (year 1) of the initiative was expected to cost $30,073,987 (revised) with a newly revised planned completion date of 07/16/2007. The project remains 91% complete with Phase 0 Implementation phase activities. The project is partially funded and has sufficient funding to complete Phase 0 (year 1) activities. The project expects to deliver full-function scope for Phase 0. The project expects to be under budget in hours (81 hours or less than 1%) and within budget in dollars for Phase 0 Implementation phase activities. The project remains under utilized in hours project to date (3,285 hours or 11.5%). The project has defined Implementation phase (Phase 0) milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Employment Security Commission Initial Claims Call Center Project	Risk Profile**:** **High Risk** Initial TCO: $11,913,000 Current TCO: $11,653,271 Initial Imp: $2,659,000 Current Imp: $1,980,479 Initial Schedule: 05/01/2006 Current Schedule: 07/01/2007 CIO PMA: Jesus Lopez Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope Y Milestones R Utilization G Issues G Prior Month	This infrastructure implementation project was approved for Implementation phase activities on 05/27/2005. The project was approved for the Execution and Build workflow phase on 11/16/2006. The project had an approved budget of $11,913,000 with a planned completion date of 05/01/2006. Implementation was expected to cost $2,659,000. The project has a revised TCO budget of $11,653,271 with a revised planned completion date of 07/01/2007. Revised Implementation costs are expected to be $1,980,479. The project remains 45% complete (based on schedule) and is 0% complete with Execution and Build phase activities that have a planned completion date of 03/31/2007. The project is fully funded. The project expects full-function scope delivery. The project expects to be within budget in both hours and dollars for Execution and Build phase activities. The project has defined corrective action plans for all identified issues. The project is significantly over utilized in hours project to date (2,357 hours or 26.9%). The project has not provided Execution and Build phase milestones and key project deliverables between 11/20/2006 and 03/31/2007.

Employment Security Commission VOIP Telephony Solution for ESC Unemployment Insurance Division, Central Office Complex Project	Risk Profile**:** **High Risk** Initial TCO: $1,147,149 Current TCO: $954,614 Initial Imp: $413,648 Current Imp: $439,347 Initial Schedule: 11/30/2006 Current Schedule: 01/31/2007 CIO PMA: Jesus Lopez Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure implementation project was approved for Planning and Design phase activities on 04/06/2006, for Execution and Build phase activities on 11/30/2006, and for Implementation phase activities on 12/07/2006. The project had a total investment cost (TCO) budget of $1,147,149 with a revised planned completion date of 12/15/2006. Implementation was expected to cost $413,648. The project has a newly revised TCO budget of $954,614 with a revised planned completion date of 01/31/2007. Newly revised Implementation costs are expected to be $439,347. The project is 85% complete (based on schedule) and 100% complete with Planning and Design phase activities that had a revised planned completion date of 11/17/2006. The project is fully funded. The project expects full function scope delivery. The project was over budget in both hours (313 hours or 85%) and dollars ($19,147 or 4.9%) for Planning and Design phase activities. The project has defined Execution and Build phase milestones and key project deliverables. The project is under utilized in hours project to date (46 hours or 4.4%). The project has provided corrective action plans for all identified issues.

Environment and Natural Resources Ecosystem Enhancement Program (EEP) Information System Project	Risk Profile**:** **High Risk** Initial TCO: $1,409,322 Current TCO: $1,717,660 Initial Imp: $1,065,136 Current Imp: $1,397,020 Initial Schedule: 09/18/2006 Current Schedule: 07/31/2007 CIO PMA: Gaye Mays Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	The project was approved for Planning and Design phase activities on 09/29/2005. The initiative had a TCO budget of $1,409,322 with a planned completion date of 09/18/2006. Implementation was expected to cost $1,065,136. The project has a revised TCO budget of $1,717,660 with a revised planned completion date of 07/31/2007. Implementation is now expected to cost $1,397,020. The project is 45% complete (based on schedule) and 70% complete with Planning and Design phase activities that have a newly revised planned completion date of 01/31/2007. The project is fully funded and expects full-function scope delivery. The project expects to be within budget (zero variance from plan) in both hours and dollars for the Planning and Design phase. The project has identified Planning and Design phase milestones and key project deliverables. The project is within the resource utilization plan (zero (0) variance). The project has defined corrective action plans for all identified issues. The project must get SCIO approval of the Execution and Build phase of the project.

Health and Human Services Central Region Psychiatric Hospital Automation Program (CHAPS) Infrastructure Project (formerly BUTNER)	Risk Profile: **High Risk** Initial TCO: $21,620,496 Current TCO: $22,458,135 Initial Imp: $13,469,845 Current Imp: $14,427,763 Initial Schedule: 03/31/2008 Current Schedule: 03/31/2008 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall Y Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure initiative was approved for Planning phase activities on 07/07/2004. The project was approved for Planning and Design phase activities on 03/15/2006 and for Execution and Build phase activities on 10/25/2006. The project had a total investment cost (TCO) budget of $21,620,496 with a planned completion date of 03/31/2008. Implementation was expected to cost $13,469,845. The project has a revised TCO budget of $22,458,135 with a revised Implementation cost of $14,427,763. The project is 68% complete (based on schedule) and 20% complete with Execution and Build phase activities that have a planned completion date of 09/28/2007. The project is partially funded. The project expects full function scope delivery. The project expects to be under budget in hours (2,336 hours or 16%) and significantly under budget in dollars ($4,460,120 or 42.4%) for Execution and Build phase activities. The project is under utilized in staff resource hours project to date (499 hours or 6.6%). The project has provided corrective action plans for all identified issues. The project has provided Execution and Build phase milestones and key project deliverables.

Health and Human Services Client Services Data Warehouse Business Objects XI Migration Project	Risk Profile**:** **High Risk** Initial TCO: $1,336,986 Current TCO: $1,506,860 Initial Imp: $884,940 Current Imp: $947,665 Initial Schedule: 12/30/2006 Current Schedule: 09/01/2007 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall Y Funding G Phase Cost G Scope G Milestones R Utilization G Issues Y Prior Month	This infrastructure enhancement project was approved for Planning and Design phase activities on 12/22/2005 and for Execution and Build phase activities on 11/06/2006. The project had a total investment cost (TCO) budget of $1,336,986 with a planned completion date of 12/30/2006. Implementation was expected to cost $884,940. The project has a revised TCO budget of $1,506,860 with a revised planned completion date of 09/01/2007. Revised Implementation costs are expected to be $947,665. The project is 20% complete (based on schedule) and remains 1% complete with Execution and Build phase activities that have a planned completion date of 06/15/2007. The project is partially funded. The project expects full-function scope delivery. The project expects to be within budget in hours (zero (0) variance) and under budget in dollars ($113,095 or 13.1%) for Execution and Build phase activities. The project is significantly under utilized in hours project to date (578 hours or 67.9%). The project has provided corrective action plans for all identified issues.

Health and Human Services Crossroads State Agency Model (SAM) Implementation Project	Risk Profile: **High Risk** Initial TCO: $1,187,220 Current TCO: $523,161 Initial Imp: $1,187,220 Current Imp: $523,161 Initial Schedule: 06/30/2008 Current Schedule: 06/30/2008 CIO PMA: Bob Giannuzzi Phase: Planning and Design	G Overall G Funding Y Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure business process improvement initiative was approved for Planning and Design phase activities on 07/18/2006. The project had a total investment cost (TCO) budget of $1,187,220 with a planned completion date of 06/30/2008. Model development costs expected to be $1,187,220. The project has a newly revised TCO budget of $523,161 (decrease of $664,059 or 56%). Newly revised model development costs are expected to be $523,161 (decrease of $664,059 or 56%). The project does not have an Operations and Maintenance budget. The project is 8% complete (based on schedule) and remains 10% complete with Planning and Design phase activities that have a newly revised planned completion date of 08/31/2007 (extension of one (1) month). The project is fully funded and expects full-function scope delivery. A project phase budget assessment cannot be performed until Planning and design phase budget differences and cost allocation issues are resolved. The project has provided Planning and Design phase milestones and key project deliverables. The project is within the resource utilization plan. The project has provided corrective action plans for all identified issues.

Health and Human Services Disability Determination Services Section – Telephony Upgrade Project	Risk Profile: Low Risk Initial TCO: $567,161 Current TCO: $565,380 Initial Imp: $219,286 Current Imp: $219,515 Initial Schedule: 10/18/2006 Current Schedule: 10/18/2006 CIO PMA: Gaye Mays Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This telephony infrastructure project was approved for Planning and Design phase activities on 07/24/2006, for Execution and Build phase activities on 11/28/2006, and for Implementation phase activities on 12/22/2006. The project had a total investment cost (TCO) budget of $567,161 with a planned completion date of 10/18/2006. Implementation was expected to cost $219,286. The project has a revised TCO budget of $565,380. Revised Implementation costs are expected to be $219,515. The project is fully funded and expects full-function scope delivery. The project remains 98% complete and 100% complete with Implementation phase activities that were completed om 09/15/2006. The project was under budget in hours (2 hours or 1.9%) and over budget in dollars ($57 or less than 1%) for Implementation phase activities that had a planned completion date of 09/15/2006. The project was completed under utilized in hours project to date (12 hours or 6%). The project has provided corrective action plans for all identified issues. The project has defined milestones and key project deliverables for Implementation phase activities. **The project was implemented on September 15, 2006**. The project was completed ahead of schedule (one (1) month) with full-function scope delivery. Development was completed under budget in hours (12 hours or 6%) and over budget in dollars ($317 or less than 1%). Development had a budget of 199 hours and $219,515 with actual costs of 187 hours and $219,832.

Health and Human Services HIPAA National Provider Identifier (NPI) Initiative	Risk Profile: **High Risk** Initial TCO: $9,860,217 Current TCO: $10,565,596 Initial Imp: $9,860,217 Current Imp: $10,565,596 Initial Schedule: 09/28/2007 Current Schedule: 09/28/2007 CIO PMA: Bob Giannuzzi Phase: Planning and Design	G Overall Y Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This software HIPAA remediation and enhancement project was approved for Planning and Design phase activities on 09/28/2006.The project had a total investment cost (TCO) budget of $9,860,217 with a planned completion date of 09/28/2007. Implementation costs were expected to be $9,860,217. The project has a newly revised TCO of $10,565,596 (increase of $705,379 or 7.2%). Newly revised Implementation costs are expected to be $10,565,596 (increase of $705,379 or 7.2%). The project does not have an Operations and Maintenance budget. The project is 39% complete (based on schedule) and 97% complete with Planning and Design phase activities that have a newly revised planned completion date of 01/31/2007 (extension of 1.5 months). The project is partially funded. The project expects full-function scope delivery. The project expects to be within budget in both hours and dollars for Planning and Design phase activities. The project is significantly under utilized in hours project to date (2,148 hours or 37.6%). However, Planning and design Phase to Date Hours must be verified and validated.The project has defined Planning and Design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues. The project must get SCIO approval for the Execution and Build phase of the project.

Health and Human Services HIPAA Security Project	Risk Profile: **High Risk** Initial TCO: Current TCO: $5,253,058 Initial Imp: Current Imp: Initial Schedule: 01/15/2005 Current Schedule: 09/27/2007 CIO PMA: Gaye Mays Phase: Planning and Design Planning Project Only	G Overall Y Funding G Phase Cost G Scope G Milestones Y Utilization G Issues G Prior Month	The project is a DHHS infrastructure initiative certified for Phase I – Initiation phase activities on 11/04/2003 and for Phase II - Policy Development and Phase III - Security Risk Analysis activities on 02/03/2004. The six (6) phase initiative has a revised TCO budget of $5,253,058 with a revised planned completion date of 09/27/2007. Phase III has a revised budget of $4,798,153 with a revised planned completion date of 02/16/2007. The project is 78% complete (based on schedule) with Phase III and is 97% complete with Planning and Design phase activities that have a revised planned completion date of 02/16/2007. The project is partially funded. The project expects to deliver full-function scope. The project expects to be within budget in hours (zero (0) variance) and under budget in dollars ($236,160 or 4.9%) for Planning and Design phase activities. The project continues to be significantly under utilized in hours project to date (4,765 hours or 12.4%). The project has provided corrective action plans for all identified issues. The project must get SCIO approval of the Execution and Build phase of the project and resolve the partial funding issue.

Health and Human Services Health Information System (HIS) Project	Risk Profile: **High Risk** Initial TCO: $54,162,618 Current TCO: $41,109,855 Initial Imp: $30,279,638 Current Imp: $26,426,610 Initial Schedule: 05/12/2013 Current Schedule: 06/30/2008 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall Y Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement, modification, and implementation project was approved for Study and Requirements Gathering phase activities on 05/04/2004 and for Planning and Design phase activities on 05/12/2006. The project was approved for Execution and Build phase activities on 10/24/2006. The project had a total investment cost (TCO) budget of $54,162,618 with a planned completion date of 05/12/2013. Implementation was expected to cost $30,279,638. The project has a revised TCO budget of $41,109,855 with a revised Implementation cost of $26,426,610 and a revised planned completion date of 06/30/2008. The project is 45% complete (based on schedule) and 100% complete with Planning and Design phase activities that had a revised planned completion date of 10/24/2006. The project has partial funding. The project was over budget in hours (1,891 hours or 13.4%) and over budget in dollars ($64,876 or 3.5%) for Planning and Design phase activities. The project expects to deliver full-function scope. However, project scope was reduced by 600 requirements (37.8%). The project is under utilized in hours project to date (539 hours or 2.9%). The project has provided Planning and Design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Health and Human Services Laboratory Information Management Project (LIMS)	Risk Profile: **High Risk** Initial TCO: $3,183,344 Current TCO: $4,091,097 Initial Imp: $2,230,140 Current Imp: $2,230,140 Initial Schedule: 02/19/2007 Current Schedule: 02/28/2008 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS software procurement and implementation project was approved for Planning and Design phase activities on 12/16/2005 and for Execution and Build phase activities on 11/14/2006. The initiative had a TCO budget of $3,183,344 with a revised planned completion date of 02/19/2007. Implementation was expected to cost $2,230,140. The project has a revised TCO budget of $4,091,097 with a newly revised planned completion date of 02/28/2008 (extension of six (6) months). The project is 20% complete (based on schedule) and 20% complete with Execution and Build phase activities that have a newly revised planned completion date of 12/31/2007 (extension of five (5) months. The project is fully funded and expects to full-function delivery to the revised scope. The project has provided milestones and key project deliverables for Execution and Build phase activities. The project expects to be within budget in hours and under budget in dollars ($351,705 or 17.9%) for Execution and Build phase activities. The project is slightly under utilized in hours project to date (60 hours or 1.1%). The project has provided corrective action plans for all identified issues.
Health and Human Services Martin County Call Center Upgrade Project	Risk Profile: **High Risk** Initial TCO: $4,925,482 Current TCO: Initial Imp: $1,283,884 Current Imp: Initial Schedule: 08/30/2007 Current Schedule: CIO PMA: Gaye Mays Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	This infrastructure implementation initiative was approved for Planning and Design phase activities on 12/18/2006. Project status reporting will begin in January 2007.

Health and Human Services NC Electronic Diseases Surveillance System (NC EDSS) Project	Risk Profile: **High Risk** Initial TCO: $9,010,000 Current TCO: $7,771,384 Initial Imp: $4,460,000 Current Imp: $5,000,132 Initial Schedule: 09/30/2007 Current Schedule: 02/04/2008 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS software procurement, modification, and implementation project was approved for Phase 1 – Study and Requirements Definition phase activities on 06/01/2004, for Phase 2 - RFP phase activities on 03/16/2005, and for Execution and Build phase activities on 12/20/2005. The project had a total cost of investment (TCO) budget of $9,010,000 with a planned completion date of 09/30/2007. Implementation was expected to cost $4,460,000. The project has a revised TCO budget of $7,771,384 with a revised planned statewide rollout date of 02/04/2008. Revised Implementation costs are expected to be $5,000,132. The project remains 42% complete (based on schedule) and remains 35% complete with Execution and Build phase activities that have a revised planned completion date of 07/17/2007. The project is fully funded and expects to deliver full-function scope. The project has defined milestones and key project deliverables for the Execution and Build phase. The project expects to be within budget in hours and under budget in dollars ($132,903 or 4.4%) for Execution and Build phase activities. The project is slightly over utilized in hours project to date (61 hours or less than 1%). The project has provided corrective action plans for all identified issues.

Health and Human Services NC FAST Legacy Systems Analyses Project	Risk Profile: **High Risk** Initial TCO: $489,000 Current TCO: Initial Imp: $489,000 Current Imp: Initial Schedule: 07/31/2007 Current Schedule: 07/31/2007 CIO PMA: John McShane Phase: Registered	Y Overall G Funding R Phase Cost G Scope Y Milestones G Utilization G Issues G Prior Month	This infrastructure planning and analysis project was registered as part of the NC FAST program on 11/09/2006. The project has a total investment cost (TCO) budget of $489,000 with a planned completion date of 07/31/2007. Implementation is expected to cost $489,000. The project is 40% complete (based on schedule) and is 100% complete with Planning and Design phase activities that had a planned completion date of 11/30/2006. The project is fully funded and expects full-function scope delivery. The project expects to be within budget in hours and over budget in dollars ($22,367 or 20.2%) for Planning and Design phase activities. The project is within the staff resource utilization plan. The project has not provided Planning and Design phase milestones and key project deliverables between 09/28/2006 and 12/01/2006. The project has provided corrective action plans for all identified issues. The project is reporting October 2006 data.

Health and Human Services NC FAST Program Definition Project	Risk Profile: **High Risk** Initial TCO: $219,897 Current TCO: $219,897 Initial Imp: $219,897 Current Imp: $219,897 Initial Schedule: 03/15/2007 Current Schedule: 05/31/2007 CIO PMA: John McShane Phase: Registered	Y Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues Y Prior Month	This program planning initiative was registered on 11/09/2006. The project has a total investment cost (TCO) budget of $219,897 with a planned completion date of 03/15/2007. Implementation is expected to cost $219,898. The project has a newly revised planned completion date of 05/31/06 (extension of 2.5 months). The project is 60% complete (based on schedule) and 100% complete with Initiation phase activities that had a planned completion date of 10/31/2006. The project is fully funded and expects full-function scope delivery. The project was under budget in dollars ($2,415 or 1.6%) for Initiation phase activities. The project has provided Planning and Design phase milestones and key project deliverables. The project is under utilized in hours project to date (48 hours or 2.9%). The project has provided corrective action plans for all identified issues. The project is reporting October 2006 data.

Health and Human Services North Carolina Information and Referral (NC I&R) Project	Risk Profile: **High Risk** Initial TCO: $2,183,240 Current TCO: $1,885,129 Initial Imp: $543,950 Current Imp: $1,231,770 Initial Schedule: 12/31/2006 Current Schedule: 10/01/2007 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement, modification, and implementation project was approved for Planning and Procurement phase activities on 12/21/2004 and for Execution and Build phase activities on 11/02/2006. The project had a total investment cost (TCO) budget of $2,183,240 with a planned completion date of 12/31/2006. Implementation was expected to cost $543,950. The project has a revised TCO budget of $1,885,129 with a revised planned completion date of 10/01/2007. Revised Implementation costs are expected to be $1,231,770. The project is 78% complete (based on schedule) and is 20% complete with Execution and Build phase activities that have a revised planned completion date of 04/30/2007. The project is fully funded and expects to deliver full-function scope. The project expects to be within budget in hours (zero (0) variance) and under budget in dollars ($51,138 or 9.2%) for Execution and Build phase activities. The project remains under utilized in hours project to date (115 hours 3.6%). The project has provided Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Health and Human Services NCMMIS Initiative	Risk Profile: **High Risk** Initial TCO: $224,793,000 Current TCO: $226,525,184 Initial Imp: Current Imp: $55,226,524 Initial Schedule: 06/30/2006 Current Schedule: 04/07/2010 CIO PMA: Steve Tedder Phase: Execution and Build Phase 3b – Design Implementation Phase Only Budget = $12,063,000	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues R Prior Month	This COTS software procurement, modification, and implementation initiative was approved for Planning (Phase 1) activities on 08/08/2003, for Procurement (Phase 2) activities on 12/02/2003, and for Implementation Initiation (Phase 3a) activities on 07/07/2004. The project was conditionally approved for Design Implementation (Phase 3b) activities on 04/25/2005. The project had a total investment cost (TCO) budget of $224,793,000 with a planned completion date of 06/30/2006. Implementation was expected to cost $51,292,441. Design Implementation phase activities were expected to cost $12,063,000. The project has a revised TCO budget of $226,525,184 with a revised planned completion date of 04/07/2010. Revised implementation costs are expected to be $55,226,524. The project was 75% complete (based on schedule), remained 99% complete with SDLC Design phase activities that had a planned completion date of 04/30/2006, and remained 54% complete with Execution and Build phase activities that have a planned completion date of 06/30/2007. The project was partially funded. Two (2) budget change requests were rejected by the Office of State Budget and Management (OSBM). The project expected to deliver full-function scope. The project was over budget in hours (182,331 hours or 90.7%) and under budget in dollars ($13,543,953 or 39.1%) for Execution and Build phase activities that have a revised planned completion date of 06/30/2007. The project had provided Design (SDLC) phase milestones and key project deliverables. However, these milestones are no longer relevant. The project was significantly over utilized in hours project to date (175,071 hours or 70.7%). The project had provided corrective action plans for all identified issues. **The project was canceled on 09/15/2006.**

Health and Human Services NCMMIS+ DFS Business Process Automation Project	Risk Profile: **High Risk** Initial TCO: $476,207 Current TCO: $456,900 Initial Budget: $476,207 Current Budget: $456,900 Initial Schedule: 01/01/2007 Current Schedule: 01/31/2007 CIO PMA: Steve Tedder Phase: Registration	Y Overall G Funding G Phase Cost G Scope G Milestones Y Utilization G Issues G Prior Month	This infrastructure planning project was registered on 09/21/2006 as part of the NC MMIS+ program. The project had a total investment cost (TCO) budget of $476,207 with a planned completion date of 01/01/2007. Implementation was expected to cost $476,207. The project has a newly revised TCO budget of $456,900 (decrease of $19,307 or 4%) with a newly revised planned completion date of 01/31/2007 (extension of one (1) month). Newly revised Implementation costs are expected to be $456,900 (decrease of $19,307 or 4%). The project is 19% complete (based on schedule) and is 17% complete with Execution and Build phase activities that have a planned completion date of 01/26/2007. The project is fully funded and expects full-function scope delivery. The project expects to be within budget in hours (zero (0) variance) and within budget in dollars (zero (0) variance) for Execution and Build phase activities. The project is under utilized in hours project to date (175 hours or 10.9%). The project has provided Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues. The project is reporting October 2006 data.

Health and Human Services NCMMIS+ Medicaid Accounting System (MAS) and AR/AP Business Process Project	Risk Profile: **High Risk** Initial TCO: $174,000 Current TCO: $174,000 Initial Imp: $174,000 Current Imp: $174,000 Initial Schedule: 12/31/2006 Current Schedule: 12/31/2006 CIO PMA: Steve Tedder Phase: Registration	G Overall G Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This infrastructure planning project was registered on 09/21/2006. The project has a total investment cost (TCO) budget of $174,000 with a planned completion date of 12/31/2006. Implementation is expected to cost $174,000. The project is 84% complete (based on schedule) and 90% complete with Execution and Build phase activities that have a newly revised planned completion date of 12/13/2006. The project is fully funded and expects to deliver full-function scope. The project expects to be under budget in hours (350 hours or 19.9%) and under budget in dollars ($23,975 or 15.6%) for Execution and Build phase activities. The project is significantly under utilized in hours project to date (316 hours or 20.3%). The project has provided Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Health and Human Services Vital Records and Statistics Automation Project	Risk Profile: **High Risk** Initial TCO: $3,923,637 Current TCO: $5,677,197 Initial Imp: $2,227,862 Current Imp: $4,009,691 Initial Schedule: 07/01/2007 Current Schedule: 03/31/2008 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	The project is a COTS procurement and implementation initiative certified for the Planning and Feasibility Study phase on 02/05/2002 and for Execution and Build workflow phase activities on 08/30/2005. The project had a planned completion date of 07/01/2007 with a planned Implementation budget of 2,227,862 and projected total lifecycle cost (TCO) budget of $3,923,637. The project has a revised TCO budget of $5,677,197 with a revised Implementation budget of $4,009,691 and a revised planned completion date of 03/31/2008. The project is 77% complete (based on schedule) and 57% complete with Execution and Build phase activities that have a revised planned completion date of 08/31/2007. The project is fully funded and expects to deliver full-function scope. The project expects to be within budget in hours and significantly under budget in dollars ($677,499 or 48.8%) for Execution and Build phase activities. The project is over utilized in hours project to date (212 hours or 2.1%). The project has defined Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Office of Information Technology Services Electronic Document Management Service	Risk Profile: **High Risk** Initial TCO: $4,277,657 Current TCO: $4,604,644 Initial Imp: $1,011,239 Current Imp: $800,068 Initial Schedule: 10/31/2006 Current Schedule: 06/29/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding Y Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	The project is a COTS procurement, modification and implementation that was approved for Planning and Design phase activities on 03/16/2006 and for Execution and Build phase activities on 10/10/2006. The project had a total investment cost (TCO) budget of $4,277,657 with a planned completion date of 10/31/2006. Implementation was expected to cost $1,011,239. The project has a revised TCO budget of $4,604,644 with a revised projected implementation cost of $800,068 and a revised planned completion date of 06/29/2007. The project is 52% complete (based on schedule) and 30% complete with Execution and Build phase activities that have a planned completion date of 04/30/2007. The project is fully funded. The project scope was reduced 66% to include development of the service offering component. The project expects to deliver full function for the reduced scope. A project dollar cost assessment cannot be performed until 11/2006 cost is reported. The project remains significantly under utilized in hours project to date (333 hours or 18.7%). The project has provided corrective action plans for all identified issues. The project has defined Execution and Build phase milestones and key project deliverables.

Office of Information Technology Services Enterprise Service Access Point (ESAP) Project	Risk Profile: **High Risk** Initial TCO: $6,283,036 Current TCO: $6,639,999 Initial Imp: $4,595,199 Current Imp: $4,595,199 Initial Schedule: 10/31/2006 Current Schedule: 03/30/2007 CIO PMA: Jesus Lopez Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure implementation project was approved for Planning and Design phase activities on 11/14/2005 and for Execution and Build phase activities on 04/19/2006. The project was approved for Implementation phase activities on 07/28/2006. The project had a total investment cost (TCO) budget of $6,283,036 with a planned completion date of 08/30/2006. The project has a revised TCO budget of $6,639,999 with a revised planned completion date of 03/30/2007. Implementation is expected to cost $4,595,199. Implementation phase activities have an approved budget of $1,402,271 with a newly revised planned completion date of 03/30/2007. The project remains 65% complete (based on schedule) and is 55% complete with Implementation phase activities that have a newly revised planned completion date of 03/30/2007. The project is fully funded and expected full-function scope delivery. The project is projected to be under budget in both hours (106 hours or 1.2%) and dollars ($407,689 or 29%) for Implementation phase activities. The project is slightly under utilized in hours project to date (190 hours or less than 1%). The project has provided corrective action plans for all identified issues. The project has defined Implementation phase milestones and key project deliverables.

Office of Information Technology Services IT Consolidation Pilot Project	Risk Profile: **High Risk** Initial TCO: $593,527 Current TCO: $1,691,442 Initial Imp: $593,527 Current Imp: $1,006,140 Initial Schedule: 08/31/2006 Current Schedule: 12/29/2006 CIO PMA: Alisa Cutler Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure pilot implementation project was approved for Planning and Design phase activities on 02/17/2006 and for Execution and Build phase activities on 10/13/2006. The project was approved for Implementation phase activities on 12/22/2006. The project had a total investment cost (TCO) budget of $593,527 with a planned completion date of 08/31/2006. The project has a revised TCO budget of $1,691,442 with a revised planned completion date of 12/29/2006. Pilot Implementation is now expected to cost $1,006,140. The project is 90% complete (based on schedule) and 100% complete with Execution and Build phase activities that had a revised planned completion date of 11/30/2006. The project is fully funded. The project expects full-function scope delivery. The project was under budget in both hours (274 hours or 9.9%) and dollars ($11,657 or 2.2%) for Execution and Build phase activities. The project is under utilized in hours project to date (174 hours or 1.8%). The project has provided corrective action plans for all identified issues. The project has identified Execution and Build phase milestones and key project deliverables. The project must address Implementation phase approval issues.

Office of Information Technology Services Managed Platform – Server Virtualization Project	Risk Profile: Low Risk Initial TCO: $1,532,852 Current TCO: $1,532,852 Initial Imp: $878,432 Current Imp: $878,432 Initial Schedule: 09/14/2007 Current Schedule: 09/14/2007 CIO PMA: Alisa Cutler Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure development and implementation initiative was approved for Planning and Design phase activities on 11/02/2006. The project has a total investment cost (TCO) budget of $1,532,852 with a planned completion date of 09/14/2007. Implementation costs are expected to be $878,432. The project is 20% complete (based on schedule) and 50% complete with Planning and Design phase activities that have a planned completion date of 12/31/2006. The project is fully funded and expects full-function scope delivery. The project expects to be within budget in both hours and dollars for Planning and Design phase activities. The project is within the staff resource utilization plan. The project has identified Planning and Design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Office of Information Technology Services Operational Excellence Program Phase 1 Project	Risk Profile: Low Risk Initial TCO: $1,888,654 Current TCO: $2,316,256 Initial Budget: $1,888,654 Current Budget: $2,316,256 Initial Schedule: 06/30/2006 Current Schedule: 11/30/2006 CIO PMA: Bob Giannuzzi Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure improvement initiative was conditionally approved for implementation phase activities on 04/12/2005. The project was approved for Implementation workflow phase activities on 02/03/2006. The project had a total investment cost (TCO) budget of $1,888,654 with a planned completion date of 06/30/2006. The project had a revised TCO budget of $2,316,256 with a revised planned completion date of 11/30/2008 and a revised Implementation cost of $2,316,256. **The project was 100% complete on 11/30/2006.** The project delivered full function scope within the revised implementation schedule. The project was fully funded (receipt-based). The project was slightly under budget in hours (122 hours or less than 1%) and significantly under budget in dollars ($338,216 or 14.6%) for the project. The project was under budget in hours (318 hours or 1.5%) and under budget in dollars ($34,190 or 2.2%) for Implementation phase activities. The project defined milestones and key project deliverables. The project provided corrective action plans for all identified issues.
Office of Information Technology Services Operational Excellence Program (OEP) Culminating Phases Project	Risk Profile: Low Risk Initial TCO: $5,663,520 Current TCO: $5,663,520 Initial Imp: Current Imp: Initial Schedule: 11/28/2008 Current Schedule: 11/28/2008 CIO PMA: Bob Giannuzzi Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	The project was approved for Planning and Design phase activities on 12/05/2006. Project status reporting will begin in January 2007.

Office of Information Technology Services Phase 1 ITS Data Warehouse Shared Service Project	Risk Profile: **High Risk** Initial TCO: $4,839,231 Current TCO: Initial Imp: $0 Current Imp: Initial Schedule: 04/02/2007 Current Schedule: CIO PMA: Alisa Cutler Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	The project was approved for Planning and Design phase activities on 12/22/2006. Project status reporting will begin in January 2007.
Office of Information Technology Services Security Information and Event Management (SIEM) Procurement and Implementation Project	Risk Profile**:** **High Risk** Initial TCO: $2,679,856 Current TCO: $2,685,456 Initial Imp: $929,720 Current Imp: $935,320 Initial Schedule: 01/19/2007 Current Schedule: 01/31/2007 CIO PMA: Alisa Cutler Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This hardware and software infrastructure procurement and implementation project was approved for Planning and Design phase activities on 05/02/2006. The project was approved for Execution and Build phase activities on 07/26/2006 and for Implementation phase activities on 11/17/2006. The project had a total investment cost (TCO) budget of $2,679,856 with a planned completion date of 01/19/2007. Implementation was expected to cost $929,720. The project has a revised TCO budget of $2,685,456 with a revised planned completion date of 01/31/2007. Revised Implementation costs are expected to be $935,320. The project is 80% complete (based on schedule) and 15% complete with Implementation phase activities that have a planned completion date of 01/29/2007. The project is fully funded and expects to deliver full-function scope (revised). The project expects to be within budget in hours and under budget in dollars ($194,700 or 36.6%) for Implementation phase activities. The project is within the staff resource utilization plan. The project has provided Implementation phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Office of Information Technology Services SQA Shared Service Project	Risk Profile: **High Risk** Initial TCO: $4,284,678 Current TCO: $4,102,200 Initial Imp: $265,073 Current Imp: $265,073 Initial Schedule: 01/01/2007 Current Schedule 03/31/2007 CIO PMA: Alisa Cutler Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement, modification, and implementation project was approved for Planning and Design phase activities on 08/02/2006 and for Execution and Build phase activities on 10/04/2006. The project had a total investment cost (TCO) budget of $4,284,678 with a planned completion date of 01/01/2007. Implementation is expected to cost $265,073. The project has a revised TCO budget of $4,102,200 with a revised planned completion date of 03/31/2007. The project is 30% complete (based on schedule) but remains 20% complete with Execution and Build phase activities that have a planned completion date of 02/28/2007. The project is fully funded and expects full-function scope delivery. The project expects to be over budget in hours (4 hours or less than 1%) and under budget in dollars ($2,207 or less than 1%) for Execution and Build phase activities. The project is over utilized in staff hours project to date (4 hours or 3.6%). The project has defined Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Office of Information Technology Services Statewide Secondary Data Center Project	Risk Profile: **High Risk** Initial TCO: $61,346,062 Current TCO: $25,721,279 Initial Imp: $25,721,279 Current Budget: $25,721,279 Initial Schedule: 12/31/2007 Current Schedule: 12/31/2007 CIO PMA: Alisa Cutler Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure implementation initiative was approved for Planning and Design phase activities on 09/08/2006. The project was approved for Execution and Build phase activities on 09/19/2006. The project has a revised total investment cost (TCO) budget of $25,721,279 with a planned completion date of 12/31/2007. Infrastructure Implementation is expected to cost $25,721,279. The project is 43% complete (based on schedule) and 21% complete with Execution and Build phase activities that have a planned completion date of 10/31/2007. The project is fully funded and expects full-function scope delivery. The project expects to be under budget in both hours (705 hours or 8.7%) and dollars ($253,835 or 1%) for Execution and Build phase activities. The project has defined Execution and Build phase milestones and key project deliverables. The project is under utilized in staff hours project to date (99 hours or 5.2%). The project has provided corrective action plans for all identified issues.

Justice Creation of Data Center as Part of Building Renovation	Risk Profile: **High Risk** Initial TCO: $2,806,935 Current TCO: Initial Imp: Current Imp: Initial Schedule: 02/01/2007 Current Schedule: 02/01/2007 CIO PMA: Jesus Lopez Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues R Prior Month	The project was approved for Planning and Design phase activities on 08/29/2006. Project status reporting will begin in September 2006. The project did not provide a monthly status report in September. The project did not submit a status report in October. The project did not submit a status report in November. The project is a construction initiative (non-IT project) and was exempted from project status reporting requirements by the SCIO on 12/01/2006.
Justice Disaster Recovery (BCP/DR) Implementation Project	Risk Profile: **High Risk** Initial TCO: $2,358,183 Current TCO: $2,358,183 Initial Imp: $492,093 Current Imp: $492,093 Initial Schedule: 06/29/2007 Current Schedule: 06/29/2007 CIO PMA: Jesus Lopez Phase: Planning and Design	Y Overall Y Funding Y Phase Cost G Scope Y Milestones G Utilization Y Issues R Prior Month	This infrastructure implementation project was approved for Planning and Design phase activities on 09/18/2006. The project has a total investment cost (TCO) budget of $2,358,183 with a planned completion date of 06/29/2007. Implementation is expected to cost $492,093. This is the initial project status report. The project is 30% complete (based on schedule) and 65% complete with Planning and Design phase activities that have a planned completion date of 01/29/2007. The project is partially funded. The project expects full-function scope delivery. A project phase cost assessment cannot be performed until the Planning and Design cost forecast is provided in the status report. The project is under utilized in hours project to date (190 hours or 4.7%). The project has not provided Planning and design phase milestones and key project deliverables. The project has not provided corrective action plans and target dates for all identified issues. The project must address Execution and Build phase approval, Planning and Design phase budget, phase milestones, and partial funding issues. The project is reporting June 2006 data.

Justice Learning Management System Project	Risk Profile: Low Risk Initial TCO: $594,000 Current TCO: $481,344 Initial Imp: Current Imp: $481,344 Initial Schedule: 03/03/2008 Current Schedule: 03/03/2008 CIO PMA: Jesus Lopez Phase: Planning and Design	R Overall G Funding R Phase Cost G Scope R Milestones G Utilization Y Issues R Prior Month	This COTS procurement and implementation project was approved for Planning and Design phase activities on 10/09/2006. The project has a total investment cost (TCO) budget of $594,000 with a planned completion date of 03/03/2008. Implementation costs were not defined. The project has a newly revised TCO budget of $481,344. Newly revised Implementation costs are expected to be $481,344. The project is 20% complete (based on schedule) and 30% complete with Planning and Design phase activities that have a newly revised planned completion date of 05/04/2007. The project is fully funded. The project expects full-function scope delivery. A planning and Design phase cost projection cannot be made until Planning and Design phase costs (both dollars and hours) are reported. The project is within the staff resource utilization plan. The project has not provided corrective action plans for all identified issues. The project has not defined Planning and Design phase milestones and key project deliverables. The project must address phase cost reporting, budget concerns, milestones reporting, and issue management concerns. The project is reporting October data.

Justice SSN Replacement and Database Conversion Project	Risk Profile: Low Risk Initial TCO: $524,000 Current TCO: $628,169 Initial Imp: $524,000 Current Imp: $628,169 Initial Schedule: 09/07/2007 Current Schedule: CIO PMA: Jesus Lopez Phase: Planning and Design	R Overall G Funding R Phase Cost G Scope R Milestones G Utilization Y Issues R Prior Month	This software development and enhancement project was approved for Planning and Design phase activities on 09/25/2006. The project has a total investment cost (TCO) budget of $524,000 with a planned completion date of 09/07/2007. Implementation phase costs were expected to be $524,000. The project has a newly revised TCO budget of $628,169. Newly revised Implementation costs are expected to be $628,169. The project is 10% complete (based on schedule) and 10% complete with Planning and Design phase activities that have a planned completion date of 04/19/2007. The project is fully funded. The project expects to deliver full-function scope. A project phase budget assessment cannot be performed until the Planning and Design phase cost forecast is provided. The project has not provided Planning and Design phase milestones or key project deliverables. The project is within the staff resource utilization plan. The project has not provided corrective action plans and due dates for all identified issues. The project must address milestones, phase and project budget, and issue management concerns. The project is reporting October data.

Justice Statewide Automated Fingerprint Identification System (SAFIS) Replacement Project	Risk Profile: **High Risk** Initial TCO: $5,889,181 Current TCO: $5,889,181 Initial Imp: $3,151,394 Current Imp: $3,151,394 Initial Schedule: 03/31/2008 Current Schedule: 03/31/2008 CIO PMA: Jesus Lopez Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones Y Utilization G Issues G Prior Month	This hardware and software upgrade project was approved for Planning and Design phase activities on 04/17/2006. The project has a total investment cost (TCO) budget of $5,889,181 with a planned completion date of 03/31/2008. Implementation is expected to cost $3,151,394. The project is 23% complete (based on schedule) and 47% complete with Planning and Design phase activities that have a newly revised planned completion date of 05/25/2007 (expansion of two (2) months). The project is fully funded and expects full-function scope delivery. The project expects to be under budget in both hours (2,740 hours or 16.4%) and dollars ($62,626 or 4.8%) for Planning and Design phase activities. The project is significantly under utilized in hours project to date (1,198 hours or 12.4%). The project has provided Planning and Design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Public Instruction Child Nutrition Claims (CNC) Project	Risk Profile: Low Risk Initial TCO: $919,502 Current TCO: $1,045,757 Initial Imp: Current Imp: $666,087 Initial Schedule: 08/01/2006 Current Schedule: 02/16/2007 CIO PMA: Alisa Cutler Phase: Planning and Design	Y Overall G Funding G Phase Cost G Scope G Milestones R Utilization Y Issues G Prior Month	This COTS procurement, modification, and implementation project was approved for Planning and Design phase activities on11/15/2005. The project had an approved total lifecycle (TCO) budget of $919,502 with a planned completion date of 08/01/2006. The project has a revised TCO budget of $1,045,757 with a revised planned completion date of 02/16/2007. The revised Implementation costs are expected to be $666,087. The project is 72% complete (based on schedule) and remains 24% complete with Execution and Build phase activities that have a planned completion date of 01/12/2007. The project is fully funded and expects to deliver full-function scope. The Execution and Build phase of the project is expected to be under budget in both hours (500 hours or 21.4%) and dollars ($2,731 or less than 1%). The project remains significantly under utilized in hours project to date (431 hours or 15.7%). The project has defined Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues. However, the project must get SCIO approval of the Execution and Build phase of the project that is 24% complete. The project did not submit a status report in December. The project is reporting October data (Gate Review).

Public Instruction Comprehensive Exceptional Children Accountability System (CECAS)	Risk Profile: **High Risk** Initial TCO: $4,814,015 Current TCO: $10,456,432 Initial Imp: Current Imp: $5,187,493 Initial Schedule: 03/08/2004 Current Schedule: 11/30/2006 CIO PMA: Alisa Cutler Phase: Closeout	R Overall G Funding R Phase Cost G Scope G Milestones G Utilization Y Issues G Prior Month	This COTS software procurement, modifications, and implementation initiative that was approved for Planning and Procurement phase activities on 07/09/2002 and for Implementation phase activities on 10/07/2003. The project had an approved total investment cost (TCO) budget of $4,814,015 with a planned completion date of 03/08/2004. The project has a newly revised budget of $10,456,432 (increase of $3,306,949 or 46.2%) with a revised planned completion date of 11/30/2006. Newly revised Implementation costs are expected to be $5,187,493 (increase of $1,961,990 or 27.4%). The project remains 92% complete (based on schedule) and remains 89% complete with Implementation phase activities that have a revised planned completion date of 11/30/2006. The project is fully funded and expecting to deliver full-function scope. The project expects to be over budget in both hours (4,435 hours or 11.7%) and dollars ($2,104,678 or 41.5%) for Implementation phase activities that have a revised planned completion date of 11/30/2006. The project is under utilized in hours project to date (3,772 hours or 8.5%). The project has provided corrective action plans for all identified issues. However, the project must resolve all open issues prior to project closeout. The project must address Implementation phase budget issues and open issue resolution concerns. The project did not submit a status report in December. The project is reporting October data.

Public Instruction NC WISE Enhancements Project	Risk Profile: **High Risk** Initial TCO: $4,635,656 Current TCO: Initial Imp: $4,635,656 Current Imp: Initial Schedule: 07/30/2010 Current Schedule CIO PMA: Alisa Cutler Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This software enhancement project was approved for Planning and Design phase activities on 09/14/2006. The project has a total investment cost (TCO) budget of $4,635,656 with a planned completion date of 07/30/2010. Implementation costs expected to be $4,635,656. The project is 6% complete (based on schedule) and 50% complete with Planning and Design phase activities that have a planned completion date of 01/31/2007. The project is fully funded and expects to deliver full-function scope. The project expects to be within budget in both hours and dollars for Planning and Design phase activities. The project has identified Planning and Design phase milestones and key project deliverables. The project is within the staff resource utilization plan. The project has provided corrective action plans for all identified issues.

Public Instruction NC WISE Reporting Project	Risk Profile: **High Risk** Initial TCO: $4,601,021 Current TCO: $5,245,097 Initial Imp: $3,790,925 Current Imp: $4,435,001 Initial Schedule: 07/30/2007 Current Schedule: 07/30/2007 CIO PMA: Alisa Cutler Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization Y Issues G Prior Month	This software development project was approved for Planning and Design phase activities on 05/03/2006. The project had an approved total investment cost (TCO) budget of $4,601,021 with a planned completion date of 07/30/2007. Implementation was expected to cost $3,790,925. The project has a revised TCO budget of $5,245,097. Revised Implementation costs are expected to be $4,435,001. The project is 53% complete (based on schedule) and 40% complete with Execution and Build phase activities that have a planned completion date of 04/30/2007. The project is fully funded and expects to deliver full-function delivery for a reduced scope initiative. The project expects to be within budget in both hours and dollars for Execution and Build phase activities. The project has provided Execution and Build phase milestones and key project deliverables. The project is within the staff resource utilization plan in hours. The project has not provided corrective action plans for all identified issues. The project must address SCIO Execution and Build phase approval issue.

Public Instruction NC WISE Wave 2 Deployment Project	Risk Profile: **High Risk** Initial TCO: $5,296,367 Current TCO: ? Initial Imp: $4,505,567 Current Imp: ? Initial Schedule: 05/30/2007 Current Schedule: 05/30/2007 CIO PMA: Alisa Cutler Phase: Execution and Build		R Overall G Funding R Phase Cost Y Scope R Milestones R Utilization R Issues R Prior Month	This software deployment project was approved for Planning and Design phase activities on 09/19/2006 and for Execution and Build phase activities on 10/06/2006. The project has a total investment cost (TCO) budget of $5,296,367 with a planned completion date of 05/30/2007. Wave 2 deployment costs are expected to be $4,505,567. The project is not reporting either phase or project completion percentages. The project is fully funded. The project has not defined projected performance to scope (Business Functional Requirements). A project Initiation phase budget assessment cannot be performed until the phase plan data is provided. The project has not defined Initiation phase milestones and key project deliverables between 03/31/2006 and 08/14/2006. A project staff utilization assessment cannot be performed until plan hours are reported. The project is not using the PPM tool for managing the project and must verify and validate that all issues and risks noted in Pilot and Wave 1 rollout are mitigated. The project is reporting July 2006 information. The project must address phase budget, phase milestones reporting, scope performance, issue management, and status reporting issues.

Public Instruction Online Educational Services for Student Achievement Improvement Project	Risk Profile: Low Risk Initial TCO: $812,247 Current TCO: $888,898 Initial Imp: $172,464 Current Imp: $236,962 Initial Schedule: 09/08/2006 Current Schedule: 03/16/2007 CIO PMA: Alisa Cutler Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement, modification, and implementation project was approved for Planning and Design phase activities on 04/04/2006 and for Execution and Build phase activities on 09/11/2006. The project was approved for the Implementation phase on 11/02/2006. The project had a total investment cost (TCO) budget of $812,247 with a planned completion date of 09/08/2006. Implementation was expected to cost $172,464. The project has a revised TCO budget of $888,898 with a revised planned completion date of 03/16/2007. The revised Implementation costs are expected to be $236,962. The project is 70% complete (based on schedule) and 48% complete with Implementation phase activities that have a planned completion date of 02/28/2007. The project is fully funded and expects full-function scope delivery. The project expects to be within budget in hours and under budget in dollars ($179 or less than 1%) for Implementation phase activities. The project is slightly under utilized in hours (14 hours or 4.1%) project to date. The project has identified Implementation phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

Revenue Motor Fuels Tracking System Project	Risk Profile: **High Risk** Initial TCO: $3,984,000 Current TCO: $3,935,970 Initial Imp: $2,239,000 Current Imp: $2,320,000 Initial Schedule: 03/31/2006 Current Schedule: 02/16/2007 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope Y Milestones G Utilization Y Issues G Prior Month	This study and planning project was approved on 12/02/2003. The Implementation phase of the project was approved on 04/12/2005. The project had a total investment cost (TCO) budget of $3,984,000 with a planned completion date of 03/31/2006. Implementation was expected to cost $2,239,000. The project has a revised TCO budget of $3,935,970 with a newly revised planned completion date of 02/16/2007. Implementation is now expected to cost $2,320,000. The project is 89% complete (based on schedule) and 29% complete with Execution and Build phase activities that have a newly revised planned completion date of 02/16/2007. The project expects to deliver full-function scope. A project funding determination has not been made in the “Risk” tab. However, the project has sufficient funding to complete the initiative. The project expects to be within budget in hours and under budget in dollars ($143,209 or 6.4%) for Execution and Build phase activities. The project is under utilized in hours project to date (655 hours or 3%). The project has provided phase milestones and key project deliverables. However, the project must provide milestones and key project deliverables between 10/02/2006 and 02/16/2007. The project has provided corrective action plans for all identified issues. However, the project must not close issues before completing the corrective action plans. The project must address project approval both workflow phase and schedule issues.

Revenue Online Filing and Payments Services Project	Risk Profile: **High Risk** Initial TCO: $1,359,553 Current TCO: Initial Imp: $844,980 Current Imp: Initial Schedule: 07/31/2008 Current Schedule: CIO PMA: Alisa Cutler Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	The project was approved for Planning and Design phase activities on 12/22/2006. Project status reporting will begin in January 2007.

State Controller BEACON – HR/Payroll Project	Risk Profile: **High Risk** Initial TCO: $132,310,000 Current TCO: $126,450,680 Initial Imp: $85,650,000 Current Imp: $77,523,804 Initial Schedule: 07/31/2008 Current Schedule: 06/30/2008 CIO PMA: Bob Giannuzzi Phase: Execution and Build	G Overall Y Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This infrastructure COTS software procurement, modification, and implementation project was approved for Planning and RFP development phases (Phases 1 and 2) on 11/08/2004. Phase 3 Planning and Design phase activities were approved on 08/23/2005 and Execution and Build phase activities were approved on 10/02/2006. The project had a total investment cost (TCO) budget of $132,310,000 with a planned completion date of 07/31/2008. Implementation was expected to cost $85,650,000. The project has a revised TCO budget of $126,450,680 with a revised planned completion date of 06/30/2008. Implementation is now expected to cost $77,523,804. The project is 28% complete (based on schedule) and 84% complete with Execution and Build phase activities that have a planned completion date of 12/31/2007. The project is partially funded. The project expects to deliver full-function scope. The project expects to be within budget in hours and under budget in dollars for Execution and Build phase activities. The project is over utilized in hours project to date (1,761 hours or 2.3%). The project has identified Execution and Build phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

State Personnel NC Flex Web-based Enrollment System	Risk Profile: **High Risk** Initial TCO: $3,278,300 Current TCO: $3,110,785 Initial Imp: $527,800 Current Imp: $1,350,214 Initial Schedule: 01/01/2006 Current Schedule: 01/31/2007 CIO PMA: Bob Giannuzzi Phase: Implementation	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	The project was conditionally approved for implementation phase activities on 06/21/2005. The project was approved for Implementation workflow phase activities on 10/19/2006. The project had an approved total lifecycle budget of $3,278,300 with a planned completion date of 01/01/2006. Implementation was expected to cost $527,800. The project has a revised TCO budget of $3,110,785 with a revised planned completion date of 01/31/2007. Revised Implementation costs are expected to be $1,350,214. The project is 98% complete (based on schedule) and 68% complete with Implementation phase activities that have a planned completion date of 01/31/2007. The project is fully funded. The project expects full-function scope delivery for the revised project scope. The project expects to be under budget in both hours (190 or 70.3%) and dollars ($16,941 or 5.3%) for Implementation phase activities that have a planned completion date of 01/31/2007. The project is under utilized in hours project to date (61 hours or 2.2%). The project has provided Implementation phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.

State Treasurer Integrated Retirement Systems Project (IRSP)	Risk Profile: **High Risk** Initial TCO: $32,615,719 Current TCO: $39,021,431 Initial Imp: $26,894,900 Current Imp: $30,078,481 Initial Schedule: 09/30/2006 Current Schedule: 10/01/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement, modification, and implementation project was approved for Feasibility and Planning (Phase I) phase activities on 09/03/2002, for the Selection phase (Phase II) on 07/01/2003, and for Implementation phase activities on 03/02/2004. The project was approved for Iteration 2 Execution and Build phase activities on 08/11/2006. The project had a total investment cost (TCO) budget of $32,615,719 with a proposed Implementation budget of $26,894,900 and a planned completion date of 09/30/2006. The project has a revised TCO budget of $39,021,431 with a revised planned completion date of 10/01/2007. The revised Implementation costs are expected to be $30,078,481. The project is 84% complete (based on schedule) and 74% complete with Iteration 2 Execution and Build phase activities that have a revised planned completion date of 10/01/2007. The project is fully funded and expected to deliver full-function scope. The project expects to be within budget in hours but over budget in dollars ($153,259 or less than 1%) for Execution and Build phase activities. The project has provided corrective action plans for all identified issues. The project is under utilized in hours project to date (313 hours or 2%). The project has provided iterative development phase milestones and key project deliverables.

State Treasurer Unclaimed Property Program – Integrated Document Management System Project	Risk Profile: **High Risk** Initial TCO: $2,139,000 Current TCO: $1,314,000 Initial Imp: Current Imp: $1,305,800 Initial Schedule: 12/31/2005 Current Schedule: 06/27/2007 CIO PMA: John McShane Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This COTS procurement and implementation project was conditionally approved for planning and study phase activities on 04/12/2005. The project had a total lifecycle cost (TCO) budget of $2,139,000 with a planned completion date of 12/31/2005. The project has a revised TCO budget of $1,314,000 with a revised planned completion date of 06/27/2007. The revised Implementation costs are expected to be $1,305,800. The project remains 30% complete (based on schedule) and is 93% complete with Planning and Design (Concept) phase activities that have a revised planned completion date of 12/14/2006. The project is fully funded and expects full-function scope delivery. The project expects to be over budget in hours (96 hours or 4.1%) and under budget in dollars ($210,680 or 60.3%) for Planning and Design phase activities. The project is over utilized in hours project to date (86 hours or 3.9%). The project has identified Planning and Design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues. The project must address the total cost of ownership issue identified by the Office of State Budget and Management and get SCIO project approval of the Execution and Build phase of the project.

Transportation Automated Testing System	Risk Profile: **High Risk** Initial TCO: $1,050,392 Current TCO: $1,050,392 Initial Imp: $840,992 Current Imp: $840,992 Initial Schedule: 06/30/2005 Current Schedule: 03/30/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope Y Milestones G Utilization G Issues G Prior Month	This software enhancement project was approved for Planning and Procurement phase activities on 06/07/2005 and for Execution and Build phase activities on 02/07/2006. The project had an approved total lifecycle cost of $1,050,392 with a planned completion date of 06/30/2005. Implementation was expected to cost $840,992. The project has a newly revised planned completion date of 03/30/2007. The project remains 56% complete (based on schedule) and is 95% complete with Execution and Build phase activities that have a newly revised planned completion date of 10/31/2006. The project is fully funded and is expected to deliver full-function scope. The project must identify milestones and key deliverables for Execution and Build phase activities for the seven (7) month period from 04/03/2006 to 10/27/2006. The project expects to be slightly under budget ($9 or less than 1%) for Execution and Build phase activities. The project is under utilized in hours project to date (14 hours or 3.9%). The project has provided corrective action plans for all identified issues. The project must address facility schedule delay issues. **The project was put "on hold" for seven (7) months effective 06/07/2006.**

Transportation Database Cleansing of Legacy Photo Images Project	Risk Profile: Low Risk Initial TCO: $647,000 Current TCO: $647,000 Initial Imp: $407,000 Current Imp: $407,000 Initial Schedule: 06/29/2007 Current Schedule: 06/29/2007 CIO PMA: John McShane Phase: Planning and Design	Y Overall G Funding R Phase Cost G Scope G Milestones Y Utilization G Issues G Prior Month	This infrastructure maintenance and enhancement project was approved for Planning and Design phase activities on 09/25/2006. The project has a total investment cost (TCO) budget of $647,000 with a planned completion date of 06/29/2007. Implementation is expected to cost $407,000. The project is 25% complete (based on schedule) and 100% complete with Planning and Design phase activities that had a planned completion date of 10/31/2006. The project is fully funded. The project was over budget in both hours (2 hours or 6.9%) and dollars ($480 or 22.6%) for Planning and Design phase activities. A project staff resource utilization assessment cannot be performed until Planning and Design phase hours are verified and validated. The project has defined Planning and Design phase milestones and key project deliverables. The project must address Execution and Build phase approval, budget concerns, and data verification issues. The project did not submit a status report in December. The project is reporting October data (Gate Review).

Transportation Enterprise Web Portal and Executive Dashboard Project	Risk Profile: **High Risk** Initial TCO: $1,366,605 Current TCO: $1,366,605 Initial Imp: $766,605 Current Imp: $766,605 Initial Schedule: 06/30/2007 Current Schedule: 06/30/2007 CIO PMA: John McShane Phase: Planning and Design	Y Overall G Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This web development project was approved for Planning and Design phase activities on 09/25/2006. The project has a total investment cost (TCO) budget of $1,366,605 with a planned completion date of 06/30/2007. Implementation is expected to cost $766,605. This is the initial project status report. The project remains 0% complete (based on schedule) and is 60% complete with Planning and Design phase activities that have a planned completion date of 12/15/2006. The project is fully funded and expects to deliver full function scope. The project expects to be within budget in hours and under budget in dollars ($549 or 3%) for Planning and Design phase activities. The project is under utilized in hours project to date (174 hours or 35.3%). The project has provided Planning and Design phase milestones and key project deliverables. The project has defined corrective action plans for all identified issues. The project must get SCIO approval of the Execution and Build phase of the project. The project did not submit a status report in December. The project is reporting October data (Gate Review).
Transportation ERP 2005 Upgrade Project	Risk Profile: Low Risk Initial TCO: $6,050,000 Current TCO: $6,050,000 Initial Imp: Current Imp: Initial Schedule: 07/31/2007 Current Schedule: 07/31/2007 CIO PMA: John McShane Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	The project was approved for Planning and Design phase activities on 11/28/2006. Project status reporting will begin in January 2007.

Transportation Facility Management Systems Project	Risk Profile: Low Risk Initial TCO: $960,155 Current TCO: $960,155 Initial Imp: $910,155 Current Imp: $910,155 Initial Schedule: 08/31/2007 Current Schedule: 08/31/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	This SAP software development project was approved for Planning and Design phase activities on 04/04/2006 and for Execution and Build phase activities on 08/10/2006. The project has a total investment cost (TCO) budget of $960,155 with a planned completion date of 08/31/2007. Implementation is expected to cost $910,155. The project is 39% complete (based on schedule) and 44% complete with Execution and Build phase activities that have a planned completion date of 04/25/2007. The project is fully funded and expects to deliver full-function scope. The project expects to be within budget in hours and under budget in dollars ($197,146 or 30.3%) for Execution and Build phase activities. The project is under utilized in hours project to date (298 hours or 8.4%). Milestones and key project deliverables have been defined and all issues have been addressed.
Transportation Fleet Documentation Project	Risk Profile: **High Risk** Initial TCO: $4,375,000 Current TCO: Initial Imp: Current Imp: $2,500,000 Initial Schedule: 10/31/2007 Current Schedule: CIO PMA: John McShane Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	The project was approved for Planning and Design phase activities on 12/22/2006. Project status reporting will begin in January 2007.

Transportation Greenfield Center Infrastructure Project	Risk Profile: **High Risk** Initial TCO: $1,419,450 Current TCO: Initial Imp: $412,000 Current Imp: Initial Schedule: 04/30/2007 Current Schedule: CIO PMA: John McShane Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones U Utilization G Issues U Prior Month	This infrastructure implementation initiative was approved for Planning and Design phase activities on 11/21/2006. The project has a total investment cost (TCO) budget of $1,419,450 with a planned completion date of 04/30/2007. Implementation is expected to cost $412,000. This is the initial project status report. The project is 6% complete (based on schedule) and 100% complete with Initiation phase that had a planned completion date of 11/30/2006. The project is fully funded and expects full-function scope delivery. The project was slightly under budget ($33 or less than 1%) for Initiation phase activities. Project staff resource utilization is not tracked during the Initiation phase. The project has identified Planning and design phase milestones and key project deliverables. The project has provided corrective action plans for all identified issues.
Transportation IRP/MC, LITES, CVIEW/CTA Upgrades and Migration Project	Risk Profile: Low Risk Initial TCO: $1,121,500 Current TCO: $1,121,500 Initial Imp: $1,121,500 Current Imp: $1,121,500 Initial Schedule: 06/29/2007 Current Schedule: 06/29/2007 CIO PMA: John McShane Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This software enhancement project was approved for Planning and Design phase activities on 06/05/2006. The project has a total investment cost (TCO) budget of $1,121,500 with a planned completion date of 06/29/2007. Implementation effort is expected to cost $1,121,500. The project does not have an Operations and Maintenance budget. The project is 4% complete (based on schedule) and 5% complete with Planning and Design phase activities that have a revised planned completion date of 03/30/2007. The project is fully funded and expects to deliver full-function scope. The project expects to be within budget in both hours and dollars for Planning and Design phase activities. The project is under utilized in hours project to date (49 hours or 43.7%). The project has defined corrective action plans for all identified issues. The project has identified Planning and Design phase milestones and key project deliverables.

Transportation NCSmartlink Project	Risk Profile: Low Risk Initial TCO: $1,517,040 Current TCO: $1,516,640 Initial Imp: $1,367,040 Current Imp: $1,366,640 Initial Schedule: 09/28/2007 Current Schedule: 09/28/2007 CIO PMA: John McShane Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This web-based software development project was approved for Planning and Design phase activities on 07/26/2006. The project had a total investment cost (TCO) budget of $1,517,040 with a planned completion date of 09/28/2007. Implementation was expected to cost $1,367,040. The project has a revised TCO budget of $1,516,640. Revised Implementation costs are expected to be $1,366,640. The project is 4% complete (based on schedule) and 7% complete with Planning and Design phase activities that have a revised planned completion date of 04/30/2007. The project is fully funded and expects full-function scope delivery. The project expects to be within budget in both hours and dollars for Planning and Design phase activities. The project is significantly under utilized in hours project to date (98 hours or 69%). The project has provided corrective action plans for all identified issues.

Transportation Notice, Storage, and Theft System Project	Risk Profile: Low Risk Initial TCO: $742,500 Current TCO: $742,500 Initial Imp: $325,000 Current Imp: $324,900 Initial Schedule: 07/31/2007 Current Schedule: 12/31/2007 CIO PMA: John McShane Phase: Planning and Design	Y Overall G Funding G Phase Cost G Scope R Milestones R Utilization G Issues G Prior Month	This COTS software procurement and implementation project was approved for Planning and Design phase activities on 04/11/2006. The project has an approved total investment cost (TCO) budget of $742,500 with a newly revised planned completion date of 12/31/2007. Implementation was expected to cost $325,000. Revised Implementation costs are expected to be $324,900. The project is 8% Complete (based on schedule) and 12% complete with Planning and Design phase activities that have a revised planned completion date of 03/30/2007. The project is fully funded and expects to deliver full function scope. The project expects to be within budget in hours and under budget in dollars ($443 or 2.9%) for Planning and Design phase activities. The project is under utilized in hours (94 hours or 35.9%) project to date. The project has provided corrective action plans for all identified issues. The project has not provided Planning and Design phase milestones and key project deliverables. The project must define Planning and Design phase milestones and key project deliverables between 03/01/2006 and 12/15/2006.

Transportation Pavement Management System (PMS) Phase 2 Project	Risk Profile: **High Risk** Initial TCO: $4,544,088 Current TCO: $4,544,088 Initial Imp: $2,722,064 Current Imp: $2,722,064 Initial Schedule: 12/31/2006 Current Schedule: 09/28/2007 CIO PMA: John McShane Phase: Execution and Build	G Overall G Funding G Phase Cost G Scope G Milestones G Utilization G Issues G Prior Month	The project is a COTS procurement and implementation initiative that was approved for Planning and Evaluation phase activities on 07/07/2004 and was approved for Implementation phase activities on 03/01/2005. The project had an approved implementation budget of $2,722,064 and a total lifecycle (TCO) budget of $4,544,088 with a planned completion date of 12/31/2006. The project has a revised implementation completion date of 09/28/2007. Project closeout has a planned completion date of 12/31/2007. The project is 61% complete (based on schedule) and 60% complete with Execution and Build phase activities that have a revised planned completion date of 08/28/2007. The project is fully funded and expecting to deliver full function scope requirements. The project expects to be within budget in hours and under budget in dollars ($102,974 or 4.2%) for Execution and Build phase activities that have a revised planned completion date of 08/28/2007. The project is under utilized in hours project to date (237 hours or 4.2%). The project has provided corrective action plans for all identified issues.
Transportation SAP VIRSA Implementation Project	Risk Profile: Low Risk Initial TCO: $635,736 Current TCO: $635,736 Initial Imp: Current Imp: Initial Schedule: 06/29/2007 Current Schedule: 06/29/2007 CIO PMA: John McShane Phase: Planning and Design	U Overall U Funding U Phase Cost U Scope U Milestones U Utilization U Issues U Prior Month	The project was approved for Planning and Design phase activities on 10/19/2006. Project status reporting will begin in February 2007.

Transportation SDLC and Requirements Management Project	Risk Profile: Low Risk Initial TCO: $1,605,000 Current TCO: $1,605,000 Initial Imp: $1,020,000 Current Imp: $1,020,000 Initial Schedule: 09/28/2007 Current Schedule: 09/28/2007 CIO PMA: John McShane Phase: Planning and Design	G Overall G Funding G Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This COTS software procurement, modification, and implementation initiative was approved for Planning and Design phase activities on 06/05/2006. The project has an approved total investment cost (TCO) budget of $1,605,000 with a planned completion date of 09/28/2007. Implementation is expected to cost $1,020,000. The project is 7% complete (based on schedule) and 45% complete with Planning and Design phase activities that have a revised planned completion date of 03/23/2007. The project is fully funded and expects full function scope delivery. The project expects to be within budget (zero (0) variance) in both hours and dollars for Planning and Design phase activities. The project has provided Planning and Design phase milestones and key project deliverables. The project remains significantly under utilized in hours project to date (328 hours or 38.2%). The project has provided corrective action plans for all identified issues.

Wildlife Resources Commission Coastal Recreational Fishing License Implementation	Risk Profile: **High Risk** Initial TCO: $1,675,000 Current TCO: $1,466,850 Initial Imp: $958,350 Current Imp: $741,350 Initial Schedule: 12/31/2006 Current Schedule: 12/31/2006 CIO PMA: Steve Tedder Phase: Execution and Build	G Overall G Funding Y Phase Cost G Scope G Milestones R Utilization G Issues G Prior Month	This software enhancement project was approved for Planning and Design phase activities on 11/21/2005, and for Execution and Build phase activities on 06/14/2006. The project had a total investment cost (TCO) budget of $1,675,000 with a planned completion date of 12/31/2006. Implementation was expected to cost $958,350. The project has a revised TCO budget of $1,466,850. The revised Implementation costs are expected to be $741,350. The project is 92% complete (based on schedule) and remains 95% complete with Execution and Build phase activities that have a planned completion date of 12/29/2006. The project is fully funded and expects to deliver full-function scope delivery. The project has defined Execution and Build phase milestones and key deliverables. The project expects to be within budget in hours and over budget in dollars ($47,964 or 8.5%) for Execution and Build phase activities. The project remains significantly under utilized in hours project to date (1,488 hours or 16.9%). The project has provided corrective action plans for all identified issues.